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Logistics System Assessment Tool (LSAT)



DELIVER
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DELIVER

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John Snow, Inc.
1616 North Fort Myer Drive, 11th Floor
Arlington, VA 22209 USA
Phone: 703-528-7474
Fax: 703-528-7480
Email: deliver_project@jsi.com
Internet: deliver.jsi.com

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Acronyms

ARV	antiretroviral
BCC	behavior change communication
CPR	contraceptive prevalence rate
CPT	Contraceptive Prevalence Tables
CS	contraceptive security
DK	Don't know
DOT	directly observed treatment short-course
FEFO	first-to-expire, first-out
FP	family planning
HIV/AIDS	human immunodeficiency virus/acquired immune deficiency syndrome
HMIS	health management information system
IEC	information, education, and communication
IUD	intrauterine device
LIAT	Logistics Indicators Assessment Tool
LMIS	logistics management information system
LPG	liquified petroleum gas
LSAT	Logistics System Assessment Tool
MDG	Millennium Development Goals
MOH	Ministry of Health commodity security
NA	not applicable
NGO	nongovernmental organization
PRSP	Poverty Reduction Strategy Plan
RH	reproductive health
RHCS	reproductive health commodity security
RHCS/CS	reproductive health commodity security/ commodity security
SDP	service delivery point
STI	sexually transmitted illness
SWAp	sector wide approach
TB	tuberculosis

Logistics System Assessment Tool (LSAT)

USER'S GUIDE

Background and Intended Use

The Logistics System Assessment Tool (LSAT) is one of two data-gathering tools (with the Logistics Indicators Assessment Tool) developed by the DELIVER project to assess a logistics system and the system's environment. The LSAT is a diagnostic and monitoring tool that can be used to complete an annual assessment or as an integral part of the work planning process. The information collected using the LSAT is analyzed to identify issues and opportunities and, from those, to outline further assessment and/or appropriate interventions.

As assessments using the LSAT are conducted and analyzed in successive years, the results can contribute to the monitoring, improvement, and sustainability of system performance; and to provide critical non-logistics data that can identify a country's contraceptive security strengths and weaknesses.

Benefits

The LSAT can:

- Provide stakeholders with a comprehensive view of all aspects of a logistics system.
- Be used as a diagnostic tool to identify logistics and contraceptive security issues and opportunities.
- Raise collective awareness and ownership of system performance and goals for improvement.
- Be used by country personnel as a monitoring tool (to learn and continually improve performance).
- Provide input for work planning.

Overall Process

Assessment Period/Cycle

The LSAT can be conducted annually or as agreed upon within selected countries, ideally, within the three-month period prior to work planning or strategic planning exercises.

Data Collection

There are two methods for data collection:

- a. Discussion groups (preferred approach) involving either (1) a central-level discussion group and a separate lower-level discussion group (e.g., district representatives) or (2) a joint discussion group composed of central and lower-level participants. Plan to conduct, at a minimum, one discussion group of central-level people.
- b. Key informant interviews can be conducted at both the central and lower levels using the LSAT as a guide.

It is highly recommended that the discussion group participants or interviewer and interviewees complete a limited number of field visits. These visits can be made pre-data collection to sample current circumstances or post-data collection to follow-up on issues that arise during data collection.

Data Analysis and Recommendations for Work Plan

Data analysis and development of recommendations and a work plan should take place immediately following data collection. This process should include a thorough review of system strengths and weaknesses in order to develop and prioritize a set of objectives and interventions that will address issues raised during the LSAT exercise.

Annual Learning and Performance Improvement

Each year, the findings from the current and prior year's assessments should be compared to measure progress. Likewise, the results of interventions and the assumptions they are based on should be examined so the experience can be applied to the coming year's work plan.

Planning for the LSAT

Preparatory Research

Some aspects of the LSAT should be researched in advance of the group discussion or interviews. This information should be presented and validated during the course of the assessment. These questions are shaded in the LSAT document.

In consultation with program managers or country counterparts, agree on the approach to be used.

Large discussion groups may require sessions that last one day to one and a half days to gain the breadth and depth of data required and to provide an adequate opportunity for full participation. If work planning is part of the exercise, it will extend the time needed with the participants.

Using the LSAT as a guide for key informant interviews can take up to a week or more because of the time required to schedule and conduct multiple interviews with the people who have knowledge about the many components of the logistics system.

Option 1: Discussion groups

■ Separate central-level and lower-level discussion groups

Central-level: This group session should include 7–12 participants. (Eleven participants are required if a separate person is needed to cover each of the 11 knowledge areas.) This discussion group is the minimum requirement when using this method of information collection.

Lower-level: If product selection, forecasting, procurement, and the organizational structure are defined and carried out at the central level, then only seven of the 11 LSAT topic areas need to be represented from the lower level. If these functions are decentralized to a lower level, the people with those knowledge areas should be included. This session should include 7–11 representatives who have that knowledge. Typically, this group is composed of a cross-section of units (e.g., districts) although it may be necessary to select a different subset, such as a particular geographic area or units under a particular set of circumstances. Be sure to document the rationale behind the selection of participants. This option will require at least one day to complete at each site.

■ Joint discussion group

Both central-level and lower-level participants are brought together in one session. This session will probably include 15–20 participants and will require skilled facilitation. This will probably take one and a half to two days to complete, depending on the number of participants and the level of work planning included in the exercise.

If the method of data collection selected is the discussion group, the facilitator should send a copy of the LSAT in advance to each of the selected participants.

Option 2: Key informant interviews

With this option, the LSAT is used as an interview guide to collect information from key informants. Because this will involve interviewing numerous people, the interviewer(s) will need to consolidate and reconcile the results into one final assessment report. This entire process can take one week or more, depending on the number of people that need to be interviewed to cover all the topic areas.

One disadvantage to this approach is that it does not allow for group discussion between people working in different areas of the supply chain (during information gathering). If this approach is used, it is recommended that a stakeholders' meeting be held where the assessment findings are presented and discussed. A participatory group exercise can also be used during the "data analysis" portion of the LSAT.

Selecting Discussion Group Participants/Interviewees

It is important to have the right set of people if you are to collect accurate data about the functioning of each aspect of the logistics system.

For the “discussion group” option, continue to include core group participants through the following years to build internal capability and to improve the reliability of the data. Consider already existing groups (such as logistics committees) as a source of participants.

Each discussion group participant/interviewee should have:

- Good information about one or more of the knowledge areas covered in the LSAT (see table 1).
- Hands-on experience with the functioning of the logistics system at the level the person is representing (central- or lower-level).

Program managers should be able to identify appropriate participants/interviewees. Consider international donors and/or the Ministry of Finance for the finance knowledge area. Include someone with policy expertise as a participant/interviewee, because policy questions are incorporated into several sections. In selecting participants/interviewees, refer to table 1 to ensure the collection of the information required in the LSAT.

Table 1. Required Knowledge Areas of Participants and Interviewees

Knows About:	Central Level*	Lower Level
Organization (Context, Structure) **		**
LMIS		
Product Selection**		**
Product Use		
Forecasting**		**
Procurement**		**
Inventory Control Procedures		
Warehousing and Storage		
Transport and Distribution		
Organizational Support		
(Processes, Supervision, Staff Development)		
Finance		

* Central-level discussion group or interviews should include participants or interviewees with a knowledge base in all 11 LSAT areas.

** If these logistics functions are centralized, these 4 areas may be excluded from the lower-level discussion group. If logistics functions are decentralized, lower-level discussion groups or representative interviews (e.g., district) need to be conducted to capture the knowledge base in all LSAT areas.

Planning Field Visits

It is recommended that facilitators or interviewers, with discussion group participants or interviewees, make field visits, if applicable. Field visits made prior to the discussion sessions/interviews will provide a sample of the current context or circumstances, adding additional insight into the information collection.

Visits made following the discussions/interviews offer an opportunity for further exploration of issues identified during the discussions/interviews, enhance the quality of the information gathered, and allow for additional data collection. Those making the field visits can focus on unanswered LSAT questions; mixed, unsure, or contested data; disparate or wide-ranging responses to questions; and a more in-depth look at particular areas. Program managers or country counterparts can help plan the appropriate number of field visits before and/or after the exercise.

Using the LSAT in a Decentralized Health System

The 1990's saw an increasing number of developing countries implementing health sector reform programs in an attempt to improve the equity, access, quality, and financial sustainability of health services. Bilateral donors, multilateral agencies, and development banks have supported the reforms, which often bring about significant changes in the financing structure and support systems of Ministries of Health (MOH). In many countries, health sector reform has resulted in the decentralization of public health systems.

The most common forms of decentralization include:

- **devolution:** authority and responsibilities are transferred to local municipalities, provinces, and districts
- **deconcentration:** occurs within the MOH to regions and districts
- **delegation:** transfers responsibilities to semi-autonomous agencies.

Whatever form of decentralization is implemented, the process creates challenges that local governments and health managers must address as they take responsibility for managing their health programs.

The LSAT was designed for use primarily in a centralized health system. Because decentralization is occurring frequently as a bi-product of health sector reform, you should consider the following questions BEFORE deciding whether you can implement the LSAT in the standard form as presented in this manual or if you need to adapt it for a decentralized health system:

1. Are there plans to decentralize health/family planning services? When? To what level?
2. Is decentralization already underway? If so, when did the process begin?
3. What form of decentralization is being implemented/planned (devolution, deconcentration, delegation)?
4. Is there a central-level body/committee overseeing the decentralization process?
5. As a result of decentralizing, what is the relationship between the central level and other levels?
If the system is devolved, it is likely that the previous formal relationship between the central level and the newly devolved level will be weakened and, in some cases, broken almost completely (meaning that central level has fully transferred the authority for programmatic decisions to the devolved level).
6. What supply chains are affected by decentralization?
7. What supply chains will be affected in the future?

Deconcentrated or Delegated Health Systems

In general, it should be possible to use the standard LSAT as presented in this manual, in situations of deconcentration or delegation, as the central level still plays an important role in those systems. In either one of those decentralized settings, however, some questions may need slight modifications to ensure applicability to the existing situation. Further, the exercise will be more meaningful if lower-level personnel

are included. With these considerations, however, you should be able to use the standard LSAT in these types of decentralized settings.

Devolved Health Systems

If the health system in your country is in some stage of devolution, the relationships between central-level agencies and the newly devolved agencies probably do not exist as they previously did; and conditions, policies, and processes may vary greatly from one part of the country to another. In such settings, you will obtain more meaningful LSAT results by implementing an adapted form of the LSAT in selected provinces/regions/districts (wherever authority is devolved to). If the newly devolved agencies/levels are making their own programmatic decisions, they need to be consulted directly, because it is likely that the responses the central level would give to LSAT questions will be quite different from responses that would be given by lower levels.

For LSAT application in such settings, each region or district will need to be assessed separately with a complete and adapted LSAT. Results will be useful mainly at the level of application. Each region or district can use the results for planning and management purposes, and for monitoring progress over time. Results are likely to be more useful locally than if you attempt to aggregate them to determine national level conditions. In most devolved settings, therefore, the best approach is to encourage as many regions or districts as possible to use the LSAT for their own purposes and benefits at the level of devolved authority. To gain a national-level perspective on logistics system performance, a representative sample of regions and districts may be taken and LSAT results averaged from the sites of application. Such an exercise will only be useful, however, for questions that are asked at all the sites of application. As the exercise is likely to be highly resource intensive, a country would need to weigh the projected costs against potential benefits.

Once a decision is made where to apply the LSAT within the devolved environment, it is best to adapt the questions in the standard (central-level) LSAT by bringing together selected participants representing the target level/s. This could be done in a 2- to 3-day workshop where each question of the LSAT is reviewed and discussed. Some questions may need to be deleted entirely, while the phrasing of other questions may need to better reflect the level. It may also be necessary to add some questions that do not presently exist in the central-level LSAT; for example, policy questions targeting policymakers at the devolved level. The notes below offer some guidelines to consider when you reach the point of adapting each LSAT section.

With the existing LSAT, consider the following adjustments/additions when implementing LSAT in a devolved system where authority has shifted to lower levels.

SECTION I: Organization and Staffing

Most of the questions asked apply to a devolved setting. Change “national level” to reflect the devolved level, i.e., province, region, district.

SECTION II: Logistics Management Information System (LMIS)

In addition to the questions asked in this section, it might be helpful to understand the relationship between central and other levels in regard to collecting and using LMIS data. Is information still being sent to the central level? If so, how is it being used? Keep in mind that most LMIS's developed for a centralized system collect the data the central-level decision makers need. Is this information still valid for the newly devolved level? It is also feasible that as decentralization evolves, other agencies (NGOs; private sector) will begin to play a role as partnerships are created to address issues. If this is the case, what information do all these partners need? Does the existing LMIS need to be completely updated to ensure that the information needed by the partners is collected?

SECTION III: Product Selection

This section is particularly important because, in a centralized system, product selection is usually a national policy decision. You need to explore this with the devolved levels to see how this situation might have changed. Is the central government still maintaining its role in creating policies on product selection, registration, essential services, etc.? If not, is there a designated position at the devolved level that is

responsible for product selection for the area? What is their level of authority for making product selection changes?

SECTION IV: Forecasting

Forecasting is another task undertaken by the central level, so in a devolved setting you need to explore who is now responsible for this. If you learn that forecasting has shifted to the devolved level, it will be important to ask questions on existing staff capabilities to undertake forecasting. This is also an excellent technical assistance role that can be carried out by the central level, because it is most likely that the skills and expertise in forecasting reside at the central level. If forecasting responsibilities have been devolved, all the questions apply; the wording of the questions should include the level you are assessing.

SECTION V: Obtaining Supplies/Procurement

As with forecasting, procurement was usually done at the central level. In devolved systems, how is this being handled? It is possible that the central level will maintain some responsibility for procurement, dividing some with the devolved level. Like forecasting, explore the existing staff capabilities to procure.

SECTION VI: Inventory Control Procedures

Most likely an inventory control system exists, having been put in place in a centralized system. Explore how appropriate this inventory control system is now that authority for managing commodities has shifted from the central level. Does the inventory control procedures still apply? Do they need to be revised/updated? Does the current personnel at the devolved level have the authority to make changes in the inventory control procedures?

SECTION VII: Warehousing and Storage

All questions are relevant. Explore how the devolved level plans to handle the disposal of products. Will they continue to follow procedures established by the central level/government? Are they able to develop their own regulations on product disposal?

SECTION VIII: Transport and Distribution

All questions are relevant.

SECTION IX: Organizational Support for Logistics

Most of the questions in this section are relevant, though they should be rephrased to reflect the role the devolved level should/will have in supporting logistics from an organizational point of view.

SECTION X: Product Use

Product use guidelines will most likely have been developed by the central level. Explore if the devolved level plans to follow these guidelines and what human resources are available to do so.

SECTION XI: Finance/Donor Coordination/RHCS Planning

Financing is a critical area to explore in a devolved system. It is likely that while the central government will continue to allocate funds to the devolved level, the government might also expect the devolved level to begin spending its own monies, taking on more and more responsibility over a specified time period. It is also important to explore what nongovernmental sources exist at the devolved level to help finance services, such as the private sector, NGOs, etc.

Applying the LSAT

Option 1: Conducting group discussion sessions

Discussion group introductory comments: Set the tone for the session by explaining how the participants' input will be used and by expressing the desire to hear from each person about his/her area(s) of knowledge. Invite participants to write down points important to them during the discussion, as key points will be captured at the end of each module. Emphasize that the participants should take part in

the entire session because the group needs not only their knowledge area expertise but also their insights on how the technical areas relate to and impact on one another.

Level-specific data: Central group participants will be most knowledgeable about the central level and the circumstances in the next level down. Utilize the lower-level focus group for more real-life responses to questions about district and SDP level settings and practices.

Discussion group facilitation: It is recommended that the group have a skilled facilitator and at least one recorder who is very familiar with the tool.

Field experience has shown that multiple recorders are beneficial for high-quality information.

The guidelines for session timing are:

15 minutes:	Introduction
½–1½-hour segments:	LMIS, Forecasting, Procurement, Inventory Control Procedures, Warehousing and Storage, Finance, Organization, Product Selection, Product Use, Transport and Distribution, and Organizational Support

If the shaded questions in each section can be satisfactorily completed prior to the session, the time necessary to complete the remaining questions should not take more than the suggested time. However, if this is not possible, follow-up discussions regarding specific questions will likely be necessary.

At the end of each section of the LSAT, the facilitator should have the group agree on key strengths and weaknesses, and record them on a flip chart.

The closing can be 30–60 minutes or half a day depending on whether it is used simply to summarize or also to prioritize and plan interventions.

Option 2: Using the LSAT as an interview guide

Presentation of the results: The information collected through key informant interviews should be presented in a meeting to in-country stakeholders. This will provide an opportunity to discuss findings and their implications. The facilitator or interviewer will also need to compile all the results in a report. The collected information should allow the identification of key strengths and weaknesses of the system. It should also lead to the development of the work plan by identifying objectives using the criteria described in the analysis section below.

Analysis of the Collected Information

The information collected through the LSAT can be used both as part of the work planning process, and/or to monitor progress over time. These are discussed separately below.

Work Planning

To inform the work planning, users can review the strengths and weaknesses of the logistics system, and use the information to develop appropriate objectives and interventions as part of an effective work plan. If there is time, it is highly recommended that a participatory analysis of the LSAT discussion results be done. This is especially recommended if a group discussion is used because the participants are already together, but the analysis can also be arranged if option 2 is used. The session can take up to a day, and it can occur on a separate day with a slightly different participant mix (most participants should attend both sessions).

The main steps include:

- Develop a consolidated summary of the key points and observations (e.g., strengths and weaknesses).
- If an LSAT has been done previously, compare findings of the current and prior year LSAT findings

and note the reasons for any significant changes, including assumptions that did not work. The consolidated LSAT II format should be used.

- Identify key existing conditions or circumstances (the context) that will influence the choice of objectives and interventions.
- Identify your objectives or reevaluate objectives from last year. Describe the objectives as the desired state, to the extent possible. For each objective, generate intervention ideas by reviewing the LSAT questions and responses in the areas identified as areas of strength or weakness.
- Select intervention ideas using the set of criteria provided in table 2.
- Use a scale of 1–3, lowest to highest, for each criterion per objective and per intervention selected. List as many objectives as participants think are necessary and as many interventions as necessary to achieve each objective.

If advisors elect to use the LSAT as the basis to begin a strategic planning process in commodity security, then it is likely that country stakeholders from other sectors, in addition to logistics, will need to be included as part of the main steps described above.

Use the following decision criteria to complete table 2:

- For *priority*, consider how large and wide the impact will be, whether this is an important precursor/ first step, or synergism with other objectives/initiatives, and with funding source and MOH priorities. Score the objectives and then the interventions within each objective independently, by priority.
- For *feasibility*, consider the extent of political support, relevant policies, country and logistics system infrastructure, and cultural support. Independently score the objectives and then the interventions within each objective to reflect the feasibility of accomplishing the overall objective or intervention.
- For *resources*, consider if available resources (e.g., funds, materials, knowledge/skills) meet, exceed, or fail to meet resource requirements. The score assigned should reflect the level of resources available, compared to what is required to accomplish each intervention.

Table 2. Objectives and Interventions Worksheet

	Priority	Feasibility	Available Resources (vs. requirements)
Objective 1:			
Interventions			
■			
■			
■			
■			
Objective 2:			
Interventions			
■			
■			
■			
■			

*Scale: 1=low 2=medium 3=high

Use the results to develop a work plan consistent with the program's policies and procedures. Focus on the objectives and interventions with the greatest need, greatest likelihood of success, and/or available resources. If the priority and feasibility are high, but resources are not available, a resource development plan should be developed.

To assist in the development of the work plan, complete table 3 by identifying the following:

- A. A description of the *desired state* that each intervention is expected to produce.
- B. The *resources* for each intervention and their sources.
- C. The *key assumptions* underlying each intervention. In other words, what needs to be in place to carry out the intervention.
- D. The *indicators* for measuring progress toward completing the interventions and, therefore, toward achieving the objectives.
- E. The *data sources* for each indicator.

Table 3. Work Plan Worksheet

	Desired State	Resources	Assumptions	Indicators	Data Sources
Objective 1:					
Interventions					
■					
■					
■					
■					
Objective 2:					
Interventions					
■					
■					
■					
■					

Scoring and Monitoring LSAT Results

To monitor results over time, it is helpful to focus on practices that bear the greatest influence on logistics system performance and that are measurable. The scoring sheet found below and on the following pages contains one mechanism for synthesizing data into a manageable number of questions that together paint an overall picture of the logistics system. The scoring sheet contains core questions for all 11 sections of the LSAT; instructions on scoring; and summary boxes for strengths, weaknesses, and general highlights.

To complete the scoring sheet, transfer the results for these core questions from the LSAT form to the scoring sheet, as well as the key strengths and weaknesses.

For each question with response categories for different levels of the system, add or delete a level according to the structure of the logistics system. The total maximum score for some questions and some sections will change accordingly. Follow the instructions in the footnotes to reallocate scores appropriately.

When the question number in the LSAT I tool differs from the question number in this scoring sheet, the question number from the tool is given.

Commodity security is becoming an increasing global concern, as scarcity of resources combined with increased awareness and use of products, creates uncertainty over the coming years, with supply failing to meet demand. Proper management of health products when they are received, and then ensuring that they reach the end users for whom they are intended, are key elements in meeting the challenge of providing commodity security. With these concerns in mind, there are questions throughout the document that address commodity security and are identified with a [CS] in front of the question. The CS questions can be scored together to obtain a contraceptive security (or commodity security) score. The questions are written with contraceptives in mind, but most can be adapted to represent other commodity types, as needed.

Ideally, the LSAT should be carried out at regular intervals, such as once per year. The questions in the LSAT II have been streamlined and should be used in all subsequent LSAT exercises on the same logistics system.

LOGISTICS SYSTEMS ASSESSMENT TOOL (LSAT) — I SCORING SHEET

Country:

Name of program:

Product categories covered in this assessment: (Check all that apply.)

- | | | |
|---|--|--------------------------------------|
| <input type="checkbox"/> Contraceptives | <input type="checkbox"/> STI drugs | |
| <input type="checkbox"/> HIV test kits | <input type="checkbox"/> Essential drugs | |
| <input type="checkbox"/> Essential drugs kits | <input type="checkbox"/> ARVs | |
| <input type="checkbox"/> TB drugs | <input type="checkbox"/> Vaccines | <input type="checkbox"/> Other _____ |
-

Date of LSAT:

SECTION I: Organization and Staffing		Score	Maximum Score
1. Does the national level have a logistics management unit?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no, please check no in question 2 a–h.</i>			
2. Is the logistics management unit fully responsible for the following activities:			
a. managing and using the logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. forecasting quantities needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. procurement?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. inventory management, storage, and distribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
e. product selection?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
f. staffing of logistics positions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
g. budgeting for the logistics system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
h. supervision and logistic staff development?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
3. Are there documented guidelines for:			
a. managing and using the logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. forecasting quantities needed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. procurement?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. inventory management, storage, and distribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
e. product selection?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
f. staffing of logistics positions?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
g. budgeting for the logistics system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
h. supervision and staff development?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
4. Is there a full-time logistics officer-in-charge?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no, check no in question 5.</i>			
5. Does the logistics officer(s)-in-charge have the same level of authority for decision making as other functional unit heads?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1

SECTION I: Organization and Staffing		Score	Maximum Score
6. Does the logistics system have a strategic plan that covers the next 1–3 years? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
7. Does the national population policy address contraceptive security?* (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
8. Are there laws and regulations that hinder the importation or local production of contraceptives/other RH commodities? (Question 16) Note: Score 1 point for a “No,” 0 points for “Yes.”*	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
TOTAL			10*
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score* × 100			

* If the contraceptive supply chain is not being assessed, questions 7 and 8 are not asked, and the maximum possible score for the section becomes 8.

SECTION II: Logistics Management Information System (LMIS)		Score	Maximum Score
1. Does the information system (LMIS, HMIS, other) include: (Question 3)			
a. stockkeeping records (e.g., inventory control cards, bin cards, stock registers) at all levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.4
b. requisition and issue records (e.g., bills of lading, shipping records, requisition/issue vouchers) at all levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.4
c. dispensed-to-user records at service delivery points?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.4
d. summaries of consumption data at levels above service delivery points (e.g., districts, regions, central, etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.4
e. stock on hand?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.4
2. Do information system reports at all levels of the system show: (Question 4)			
a. the inventory balance (stock on hand)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
b. quantity dispensed or issued during a specified reporting period?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
c. losses and adjustments?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
d. quantities received?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Do LMIS or other information system reports received at the central level provide information on stock status at the SDP level (i.e., do central level staff have accurate routine information on which SDPs are stocked out, understocked, adequately stocked, or overstocked)? (Question 5)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1

SECTION II: Logistics Management Information System (LMIS)	Reporting %	Score	Maximum Score
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4. What is the approximate percentage of information system reports received in time to be used for logistics decisions at each level of the system?* (Question 8)

If 90–100% then score 1, if 89–75% then score 0.5, if below 75% then score 0. If necessary, delete or add a level according to the structure of the logistics system.

Levels	Reporting %		
a. Central			1
b. Regional			1
c. District			1

5. What decisions are based on information system reports? (Question 16)

If answers a–e are all checked, then score 1; if not all, but some, then score 0.5.

a. forecasting	<input type="checkbox"/>		1
b. procurement	<input type="checkbox"/>		
c. transport/delivery	<input type="checkbox"/>		
d. scheduling supervisory visits	<input type="checkbox"/>		
e. resupply quantities	<input type="checkbox"/>		
f. other _____	<input type="checkbox"/>		

6. Are logistics data used at each level of the system as appropriate for: (Question 17)

a. continuous monitoring of stock balances?*			
Central	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
Region	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
District	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
Service delivery point	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
b. calculating quantities for resupply?*			
Central	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
Region	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
District	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25
Service delivery point	<input type="checkbox"/> Yes <input type="checkbox"/> No		.25

7. What feedback mechanisms are in place to channel logistics information back to lower levels? (Question 18)

If (a) then score 0; if any other answer is checked, then score 1 (even if multiple choices were selected).

SECTION II: Logistics Management Information System (LMIS)	Reporting %	Score	Maximum Score
a. none	<input type="checkbox"/>		1
b. telephone call	<input type="checkbox"/>		
c. reports	<input type="checkbox"/>		
d. meetings	<input type="checkbox"/>		
e. supervisory visit	<input type="checkbox"/>		
f. other _____	<input type="checkbox"/>		
TOTAL			14*
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score x 100			

* Adjust maximum score to eliminate questions that are not applicable (e.g., if there is no regional level, then question 4b is deleted, questions 6a and 6b are adjusted so that the maximum score for each is equal to 1 and the score is calculated as (total score /13) x 100.)

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION III: Product Selection		Score	Maximum Score
1. Is there a National Drug Policy document?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no, skip to question 3.</i>			
2. Does the National Drug Policy contain written guidelines for donation of products? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Is duty tax imposed on imported drugs or products? (Question 4) (No=1, Yes=0)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. Are donated commodities exempt from duty tax? (Question 5)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. Does the program have a written policy for maintaining continuity of brands and avoiding unnecessary duplication of interchangeable products (e.g., hormonal formulations of contraceptives and socially marketed products)? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
6. Is there a national essential drug list? (Question 9)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>**If question 6 is no, check no for question 7.</i>			
7. What categories of products does the list include? (Check all that apply.)* (Question 10)**			1
<input type="checkbox"/> contraceptives <input type="checkbox"/> STI <input type="checkbox"/> HIV/AIDS <input type="checkbox"/> TB <input type="checkbox"/> malaria <input type="checkbox"/> vaccines <input type="checkbox"/> vitamin supplements <input type="checkbox"/> injection safety supplies <input type="checkbox"/> other			
TOTAL			
SCORE FOR THE SECTION			
Score for the section = total score/maximum total score × 100			

* If the products included in this assessment are checked, the score is equal to 1.

STRENGTHS	WEAKNESSES
<div>HIGHLIGHTS</div>	

SECTION IV: Forecasting		Score	Maximum Score
1. Are forecasts developed using: (Question 2)			
a. dispensed-to-user data?			1
b. distribution/issues data?			1
c. stock on hand at all levels?			1
2. Are forecasts developed using: (Question 3)			
a. demographic data or disease prevalence/morbidity?			0.5
b. service statistics?			0.5
3. Are forecasts validated by comparing previous estimated consumption with actual consumption? (Question 4)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. Are forecasts updated at least annually? (Question 11)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. Are forecasts prepared on a schedule coinciding with local budgeting and procurement cycles? (Question 12)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
TOTAL			7
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION V: Obtaining Supplies/Procurement		Score	Maximum Score
1. Are short-term procurement plans based on forecasted needs? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
2. Do these procurement plans take into account the following logistics systems elements: (Question 4)			
a. current inventory levels (stock on hand)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
b. consumption (dispensed-to-user or issues)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
c. losses and adjustments?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
d. required order lead times of suppliers/donors?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
e. established stock levels, if relevant (i.e., maximum and minimum levels)?*	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
f. shipment and handling schedules?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
g. need for safety stock?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. In general, are the correct amounts of all products procured and obtained at the appropriate time at the following levels:** (Question 7)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
4. Is pipeline status regularly monitored so that procurement decisions can be made and actions can be initiated in time to avoid stockouts? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
TOTAL			10*
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score* × 100			

* For products that are not in full supply and do not have established maximum and minimum stock levels, this question is deleted, and the maximum possible score for this section becomes 9.

** If necessary, add or delete a level according to the structure of the logistics system and ensure that the subquestions are scored in such a way that the maximum possible score for question 3 is 1.

STRENGTHS	WEAKNESSES
<div>HIGHLIGHTS</div>	

SECTION VI: Inventory Control Procedures		Score	Maximum Score
1. Are there guidelines and established policies for maximum and minimum stock levels at which full supply products should be maintained: (Question 3)*			
a. at the central level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.5
b. at the regional level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.5
c. at the district level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.5
d. at the service delivery point level of the supply chain?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.5
2. Are there written provisions for the redistribution of overstocked supplies? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Does the program have a policy of storing and issuing stock according to first-to-expire/first-out (FEFO) inventory control procedures at all levels? (Question 9)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. In practice, does the program manage and issue stock according to FEFO inventory control procedures at all levels? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. Are damaged/expired products physically separated from inventory and removed from stock records at the following levels: (Question 11)*	<input type="checkbox"/> Yes <input type="checkbox"/> No		
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
6. Does the program have a system for tracking product losses and other adjustments? (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
7. Have stockouts occurred for any product in the last 12 months at the following levels:* (Question 16)			
Score 1 for no stockouts; score 0 if there has been a stockout for each level of the system.			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
8. Are there established procedures for placing emergency orders? (Question 19)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1

SECTION VI: Inventory Control Procedures	Score	Maximum Score
TOTAL		12**
SCORE FOR THE SECTION		100%
Score for the section = total score/maximum total score** × 100		

* If necessary, add or delete a level for questions 1, 5, and 7, according to the structure of the logistics system. For question 1, make sure that the subquestions are scored in such a way that the maximum score is equal to 2. For question 5, make sure the subquestions are scored in such a way that the maximum score (combined) is equal to 1.

** If necessary, adjust maximum score to eliminate questions that are not applicable or add questions that are not reflected (e.g., if there is no regional level, then subquestion 7b is deleted, and the score for the section is calculated as (total score /11*100). However, if a zonal level exists, add a subquestion to question 1 and 7 and adjust the maximum total score accordingly).

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION VII: Warehousing and Storage		Score	Maximum Score
1. Does the program have written guidelines for storage and handling of all products at all levels of the system (e.g., manuals, posters, etc.)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
2. Are there written guidelines for disposal of sharps, biohazardous material, and other medical waste?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Does the program conduct at least one physical inventory of all products per year at storage facilities at the following levels:*	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
4. Is the existing storage capacity adequate to handle the current quantities of products at the following levels: (Question 7)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
5. Are visual quality assurance inspections of products conducted at the storage facility at the following levels: (Question 14)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
6. Are there written procedures or guidelines for destroying damaged and expired products? (Question 15)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
7. In practice, are damaged and expired products destroyed according to the program's disposal guidelines at the following levels: (Question 17)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
TOTAL			8
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 3, 4, 5, and 7 is equal to 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION VIII: Transport and Distribution		Score	Maximum Score
1. Do written procedures specify what type of distribution system should be used to distribute products between each level? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
2. Is there a documented distribution schedule for all levels? (Question 5)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Are a sufficient number of functioning vehicles available, with available petrol and drivers, at appropriate levels, to meet the desired distribution schedule? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. In general, are orders delivered as scheduled at the following levels:*(Question 11)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
TOTAL			4
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

* Add or delete a level according to the structure of the logistics system and ensure that the subquestions are scored in such a way that the maximum possible score for question 4 is equal to 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION IX: Organizational Support for Logistics System		Score	Maximum Score
1. How often do personnel at the following levels communicate?			
Score 0 for never; score .33 for any other response			
a. Central level logistics staff and next level (e.g., region, province, district) staff?	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually		0.33
b. Regional level (or level below central) of logistics staff with district level staff (or next level down) in their area?	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually		0.33
c. District level logistics staff with the SDP level?	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually		0.33
2. Is there a process for improving any gaps in the knowledge and skills of logistics personnel at the following levels? (Question 5)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
3. Are there written procedures and guidelines (e.g., manuals, job aids, standards) to help staff carry out their logistics responsibilities? (Question 6)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. Do staff who manage commodities have a written job description that includes logistics responsibilities at the following levels:* (Question 9)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
5. Are supervisory responsibilities described in written job descriptions? (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
6. Are guidelines available for how the supervisor is to conduct the supervisory visit (e.g., introductions, positive style of interaction, follow-up)? (Question 14)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1

SECTION IX: Organizational Support for Logistics System		Score	Maximum Score
7. Are tools available that describe what to cover when conducting a supervisory visit (e.g., guidelines, a checklist)? (Question 15)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
8. Are supervisory visits conducted for staff at the following levels:*(Question 17)			
a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
9. Is there a documented schedule for supervision? (Question 19)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
10. Has training been given to current staff at all appropriate levels in the following areas: (Question 23)			
a. completion and submission of LMIS reports?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. proper storage of health products?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
c. maintaining proper stock levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
d. determining order quantities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
e. determining issue quantities?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
f. estimating annual needs?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
g. reviewing reports and records?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
h. providing feedback and inputs?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
TOTAL			11
SCORE FOR THE SECTION			100%
Score for the section = the total score/maximum total score × 100			

* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 1, 2, 4, and 8 is each equal to 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION X: Product Use		Score	Maximum Score
1. Do written standard treatment guidelines exist for conditions that are treated with commodities in the supply chain being assessed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no to question 1, score 0 for question 2.</i>			
2. Are guidelines distributed to all the service delivery points? (Question 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Are there written procedures for monitoring and supervising prescribing practices (e.g., monitoring number of products/drugs prescribed/dispensed per prescription)? (Question 4)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no to question 3, score 0 for question 4.</i>			
4. Are the written procedures distributed to service providers at all levels? (Question 5)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. Do written universal safety precaution guidelines exist (e.g., disposing of used needles, washing hands before and after contact with patient)? (Question 6)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no to question 5, score 0 for question 6.</i>			
6. Are precaution guidelines distributed to service providers at all service delivery points? (Question 7)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
7. Are commodities provided only to facilities that have staff trained and equipped to use them (e.g., TB drugs only to DOT-trained facilities, IUDs only to sites with trained providers)? (Question 9)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
8. Are prescribing practices monitored and compared to standard treatment guidelines? (Question 10)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
TOTAL			8
SCORE FOR THE SECTION			100%
Score for the section = the total score/maximum total score × 100			

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION XI: Finance/Donor Coordination/RHCS Planning		Score	Maximum Score
1. Does the program's budget include line items for:			
a. products?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
b. warehousing/storage?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
c. logistics management information system?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
d. transportation?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
e. logistics staff development?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
f. salaries for logistics staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
g. waste management?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
2. [CS] Is there a contraceptive (or other commodity) financing gap currently or in the short-term (1 to 3 years)?* (Question 12)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. [CS] Is there a contraceptive (or other commodity) financing gap in the medium-term (3 to 5 years)?* (Question 13)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. [CS] Are contraceptive supplies addressed as an explicit government budget line item, either within or outside the SWAp? (Question 18)**	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. [CS] Is there a process for coordinating with donors for commodity supply? (Question 22)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
6. [CS] Does the program initiate the coordination with donors? (Question 25)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
7. [CS] Is there a RHCS/CS committee? (Question 33)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
8. [CS] Does the committee hold meetings at specified intervals (e.g. quarterly, annually)? (Question 36)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
9. [CS] Is the committee effective in responding to external changes that affect CS? (Question 38)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
10. [CS] Is there a local commodity security champion with decision-making authority? (Question 39)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1

SECTION XI: Finance/Donor Coordination/RHCS Planning		Score	Maximum Score
11. [CS] Has the Ministry, with other stakeholders, developed a national RH/CS strategic plan? (Question 40)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
12. [CS] Is the National RHCS strategic plan fully financed/resourced? (Question 42)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
13. [CS] Is the National RHCS strategic plan being implemented? (Question 43)	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
14. Does the plan include/commit government funds to purchase contraceptives? (Question 44)**	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
TOTAL			20**
SCORE FOR THE SECTION			100%
Score for the section = the total score/maximum total score** × 100			

* For questions 2 and 3, score 1 for no contraceptive (or substituted product) financing gap; score 0 if there is a contraceptive or substituted financing gap.

** If the contraceptive supply chain is not being assessed, questions 4 and 14 are not scored and should be eliminated from this section, and the total possible score should be adjusted accordingly (total score/18 × 100).

Ideally the LSAT should be carried out at regular intervals such as once per year. The questions in the LSAT II have been streamlined and should be used in all subsequent LSAT exercises on the same logistics system.

LOGISTICS SYSTEMS ASSESSMENT TOOL (LSAT) — II SCORING SHEET

Country:

Name of program:	Name of program:
Product categories covered in this assessment: (Check all that apply.) <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> contraceptives <input type="checkbox"/> HIV test kits <input type="checkbox"/> essential drugs kits <input type="checkbox"/> TB drugs <input type="checkbox"/> other _____ </div> <div style="width: 50%;"> <input type="checkbox"/> STI drugs <input type="checkbox"/> essential drugs <input type="checkbox"/> ARVs <input type="checkbox"/> vaccines </div> </div>	Product categories covered in this assessment: (Check all that apply.) <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"> <input type="checkbox"/> contraceptives <input type="checkbox"/> HIV test kits <input type="checkbox"/> essential drugs kits <input type="checkbox"/> TB drugs <input type="checkbox"/> other _____ </div> <div style="width: 50%;"> <input type="checkbox"/> STI drugs <input type="checkbox"/> essential drugs <input type="checkbox"/> ARVs <input type="checkbox"/> vaccines </div> </div>
Date of LSAT 1:	Date of LSAT 2:

SECTION I: Organization and Staffing	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Does the national level have a logistics management unit?			1
<i>If no, please check no in question 2 a–h</i>			
2. Is the logistics management unit fully responsible for the following activities:			
a. managing and using the logistics management information system?			0.25
b. forecasting quantities needed?			0.25
c. procurement?			0.25
d. inventory management, storage, and distribution?			0.25
e. product selection?			0.25
f. staffing of logistics positions?			0.25
g. budgeting for the logistics system?			0.25
h. supervision and logistic staff development?			0.25
3. Are there documented guidelines for:			
a. managing and using the logistics management information system?			0.25
b. forecasting quantities needed?			0.25
c. procurement?			0.25
d. inventory management, storage, and distribution?			0.25
e. product selection?			0.25
f. staffing of logistics positions?			0.25
g. budgeting for the logistics system?			0.25
h. supervision and staff development?			0.25
4. Is there a fulltime logistics officer-in-charge?			1
<i>If no, skip to question 6.</i>			
5. Does the logistics officer(s)-in-charge have the same level of authority for decision making as other functional unit heads?			1
6. Does the logistics system have a strategic plan that covers the next 1–3 years?			1

SECTION I: Organization and Staffing	LSAT 1 Score	LSAT 2 Score	Maximum Score
7. Does the national population policy address contraceptive security?*			1
8. Are there laws and regulations that hinder the importation or local production of contraceptives/other RH commodities? (Note: 1 point for "no," 0 points for "yes.")			1
TOTAL			10*
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score* × 100			

* If the contraceptive supply chain is not being assessed, questions 7 and 8 are not asked, and the maximum possible score for the section becomes 8.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION II: Logistics Management Information System (LMIS)	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Does the information system (LMIS, HMIS, other) include:			
a. stockkeeping records (e.g., inventory control cards, bin cards, stock registers) at all levels?			0.4
b. requisition and issue records (e.g., bills of lading, shipping records, requisition/issue vouchers) at all levels?			0.4
c. dispensed-to-user records at service delivery points?			0.4
d. summaries of consumption data at levels above service delivery points (e.g., Districts, Regions, Central, etc.)?			0.4
e. stock on hand?			0.4
2. Do information system reports at all levels of the system show:			
a. the inventory balance (stock on hand)?			1
b. quantity dispensed or issued during a specified reporting period?			1
c. losses and adjustments?			1
d. quantities received?			1
3. Do LMIS or other information system reports received at the central level provide information on stock status at the service delivery point level (i.e., do central level staff have accurate routine information on which service delivery points are stocked out, understocked, adequately stocked, or overstocked)?			1
4. What is the approximate percentage of information system reports received in time to be used for logistics decisions at each level of the system?*			
If 90–100% then score 1, if 89–75% then score 0.5, if below 75% then score 0. If necessary, delete or add a level according to the structure of the logistics system.			
LEVELS			
a. Central			1
b. Regional			1
c. District			1
5. What decisions are based on information system reports?			
If answers a–f are all checked, then score 1; if not all, but some, then score 0.5.			
a. resupply quantities			1
b. forecasting			
c. procurement			
d. transport/delivery			
e. scheduling supervisory visits			
f. other			

SECTION II: Logistics Management Information System (LMIS)	LSAT 1 Score	LSAT 2 Score	Maximum Score
6. Are logistics data used at each level of the system as appropriate for:			
a. continuous monitoring of stock balances			
Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
b. calculating quantities for resupply			
Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
District?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No		0.25
7. What mechanisms are in place to channel logistics information back to lower levels?			
If (a) then score 0; if any other answer is checked, then score 1 (even if multiple choices were selected).			
a. none			1
b. telephone call			
c. reports			
d. meetings			
e. supervisory visit			
f. other			
TOTAL			14*
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score* x 100			

* Adjust maximum score to eliminate questions that are not applicable (e.g., if there is no regional level, then question 4b is deleted, questions 6a and 6b are adjusted so that the maximum score for each is equal to 1, and the score is calculated as (total score /13) x 100.)

STRENGTHS	WEAKNESSES
<div>HIGHLIGHTS</div>	

SECTION III: Product Selection	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Is there a National Drug Policy document?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no, check no to question 2.</i>			
2. Does the National Drug Policy contain written guidelines for donation of products?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Is duty tax imposed on imported drugs or products?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
4. Are donated commodities exempt from duty tax?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. Does the program have a written policy for maintaining continuity of brands and avoiding unnecessary duplication of interchangeable products (e.g., hormonal formulations of contraceptives and socially marketed products)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
6. Is there a national essential drug list?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If question 6 is no, skip question 7.</i>			
7. What categories of products does the list include? (Check all that apply.)* <input type="checkbox"/> contraceptives <input type="checkbox"/> STI <input type="checkbox"/> HIV/AIDS <input type="checkbox"/> TB <input type="checkbox"/> malaria <input type="checkbox"/> vaccines <input type="checkbox"/> vitamin supplements <input type="checkbox"/> injection safety supplies <input type="checkbox"/> other			1
TOTAL			7
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score** × 100			

* If the products included in the assessment are checked score is equal to 1.

** Adjust maximum score to eliminate questions that are not applicable. (e.g., maximum score is adjusted to 6, if question 7 is skipped.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION V: Obtaining Supplies/Procurement	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Are short-term procurement plans based on forecasted needs?			1
2. Do these procurement plans take into account the following logistics systems elements:			
a. current inventory levels (stock on hand)?			1
b. consumption/dispensed-to-user or issues data?			1
c. losses and adjustments?			1
d. required order lead times of suppliers/donors?			1
e. established stock levels, if relevant (i.e., maximum and minimum levels)?*			1
f. shipment and handling schedules?			1
g. need for safety stock?			1
3. In general, are the correct amounts of all products procured and obtained at the appropriate time at the following levels:**			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
4. Is pipeline status regularly monitored so that procurement decisions can be made and actions can be initiated in time to avoid stockouts?			1
TOTAL			10*
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score* × 100			

* For products that are not full supply and do not have established maximum/minimum stock levels. This question drops out and the maximum possible score for this section becomes 9.

** If necessary, add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for question 3 is 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION VI: Inventory Control Procedures	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Are there guidelines and established policies for maximum and minimum stock levels at which full supply products should be maintained:* (Question 3)			
a. at the central level of the supply chain?			0.5
b. at the regional level of the supply chain?			0.5
c. at the district level of the supply chain?			0.5
d. at the service delivery point level of the supply chain?			0.5
2. Are there written provisions for the redistribution of overstocked supplies? (Question 4)			1
3. Does the program have a policy of storing and issuing stock according to first-to-expire, first-out (FEFO) inventory control procedures at all levels? (Question 5)			1
4. In practice, does the program manage and issue stock according to FEFO inventory control procedures at all levels? (Question 6)			1
5. Are damaged/expired products physically separated from inventory and removed from stock records at the following levels:* (Question 7)			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
6. Does the program have a system for tracking product losses and other adjustments? (Question 8)			1
7. Have stockouts occurred for any product in the last 12 months at the following levels:* (Question 9)			
Score 1 for no stockouts; score 0 if there has been a stockout for each level of the system.			
a. Central?			1
b. Regional?			1
c. District?			1
d. Service delivery point?			1
8. Are there established procedures for placing emergency orders? (Question 10)			1
TOTAL			12**
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score** × 100			

* If necessary, add or delete a level for questions 3, 7, 9 according to the structure of the logistics system. For question 3, make sure that the subquestions are scored in such a way that the maximum score is equal to 2. For question 5, make sure that the subquestions are scored in such a way that the maximum score is equal to 1.

** If necessary, adjust maximum score to eliminate questions that are not applicable or add questions that are not reflected (e.g., if there is no regional level, then subquestion 9b is deleted, and the score for the section would be calculated as (total score/11*100). However, if a zonal level exists, add a subquestion to question 9 and adjust the maximum total score to 13).

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION VII: Warehouse and Storage	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Does the program have written guidelines for storage and handling of all products at all levels of the system (e.g., manuals, posters, etc.)?			1
2. Are there written guidelines for disposal of sharps, biohazardous material, and other medical waste?			1
3. Does the program conduct at least one physical inventory of all products per year at storage facilities at the following levels:			
a. Central?			0.25
b. Central?			0.25
c. District?			0.25
d. Service delivery point?			0.25
4. Is the existing storage capacity adequate to handle the current quantities of products at the following levels:*			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
5. Are visual quality assurance inspections of products conducted at the storage facility at the following levels:*			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
6. Are there written procedures or guidelines for destroying damaged and expired products?			1
7. In practice, are damaged and expired products destroyed according to the program's disposal guidelines at the following levels:*			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
TOTAL			7
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 3, 4, 5, and 7 is equal to 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION VIII: Transport and Distribution	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Do written procedures specify what type of distribution system should be used to distribute products between each level?			1
2. Is there a documented distribution schedule for all levels?			1
3. Are a sufficient number of functioning vehicles, with available petrol and drivers, at appropriate levels, to meet the desired product distribution schedule?			1
4. In general, are orders delivered as scheduled at the following levels:*			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
TOTAL			4
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

* Add or delete a level according to the structure of the logistics system and ensure that the subquestions are scored in such a way that the maximum possible score for question 4 is equal to 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION IX: Organizational Support for Logistics System	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. How often do personnel at the following levels communicate?			
<i>Score 0 for never; score .33 for any other responses</i>			
a. Central level logistics staff and next level (e.g., Region, Province, District) staff?			0.33
b. Regional level (or level below Central) of logistics staff (or next level down) with District-level staff in their area?			0.33
c. District-level logistics staff with the SDP level?			0.33
2. Is there a process for improving any gaps in the knowledge and skills of logistics personnel at the following levels?			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
3. Are there written procedures and guidelines (e.g., manuals, job aids, standards) to help staff carry out their logistics responsibilities?			1
4. Do staff who manage commodities have a written job description that includes logistics responsibilities at the following levels:*			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
5. Are supervisory responsibilities described in written job descriptions?			1
6. Are guidelines available for how the supervisor is to conduct the supervisory visit (e.g., introductions, positive style of interaction, follow-up)?			1
7. Are tools available that describe what to cover when conducting a supervisory visit (e.g., guidelines, a checklist)?			1
8. Are supervisory visits conducted for staff at the following levels:*			
a. Central?			0.25
b. Regional?			0.25
c. District?			0.25
d. Service delivery point?			0.25
9. Is there a documented schedule for supervision?			1

SECTION IX: Organizational Support for Logistics System	LSAT 1 Score	LSAT 2 Score	Maximum Score
10. Has training been given to current staff at all appropriate levels in the following areas:			
a. completion and submission of LMIS reports?			0.25
b. proper storage of health products?			0.25
c. maintaining proper stock levels?			0.25
d. determining order quantities?			0.25
e. determining issue quantities?			0.25
f. estimating annual needs?			0.25
g. reviewing reports and records?			0.25
h. providing feedback and inputs?			0.25
TOTAL			11
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

* Add or delete a level according to the structure of the logistics system, and ensure that the subquestions are scored in such a way that the maximum possible score for questions 4 is 1.

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

SECTION X: Product Use	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Do written standard treatment guidelines exist for conditions that are treated with commodities in the supply chain being assessed?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no to question 1, score 0 for question 2.</i>			
2. Are guidelines distributed to all the service delivery points?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
3. Are there written procedures for monitoring and supervising prescribing practices (e.g., monitoring number of products/drugs prescribed/dispensed per prescription)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no to question 3, score 0 for question 4.</i>			
4. Are they distributed to service providers at all levels?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
5. Do written universal safety precaution guidelines exist (e.g., disposing of used needles, washing hands before and after contact with patient)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
<i>If no to question 5, score 0 for question 6.</i>			
6. Are precaution guidelines distributed to service providers at all service delivery points?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
7. Are commodities provided only to facilities that have staff trained and equipped to use them (e.g., TB drugs only to DOT-trained facilities, IUDs only to sites with trained providers)?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
8. Are prescribing practices monitored and compared to standard treatment guidelines?	<input type="checkbox"/> Yes <input type="checkbox"/> No		1
TOTAL			8
SCORE FOR THE SECTION			100%
Score for the section = total score/maximum total score × 100			

SECTION XI: Finance/Donor Coordination/RHCS Planning	LSAT 1 Score	LSAT 2 Score	Maximum Score
1. Does the program's budget include line items for:			
a. products?			1
b. warehousing/storage?			1
c. logistics management information system?			1
d. transportation?			1
e. logistics staff development?			1
f. salaries for logistics staff?			1
g. waste management?			1
2. [CS] Is there a contraceptive (or other commodity) financing gap currently or in the short-term (1 to 3 years)?*			1
3. [CS] Is there a contraceptive (or other commodity) financing gap in the medium-term (3 to 5 years)?*			1
4. [CS] Are contraceptive supplies addressed as an explicit government budget line item, either within or outside of the SWAp?**			1
5. [CS] Is there a process for coordinating with donors for commodity supply?			1
6. [CS] Does the program initiate the coordination with donors?			1
7. [CS] Is there a RHCS/CS committee?			1
8. [CS] Does the committee hold meetings at specified intervals (e.g. quarterly, annually)?			1
9. [CS] Is the committee effective in responding to external changes that affect CS?			1
10. [CS] Is there a local commodity security champion with decision-making authority?			1
11. [CS] Has the Ministry, with other stakeholders, developed a national RH/CS strategic plan?			1
12. [CS] Is the National RHCS Strategic plan fully financed/resourced?			1
13. [CS] Is the National RHCS Strategic plan being implemented?			1
14. [CS] Does the plan include/commit government funds to purchase contraceptives?			1
TOTAL			20**
SCORE FOR THE SECTION			100%
Score for the section = the total score/maximum total score** × 100			

* Score 1 for no contraceptive (or substituted product) financing gap; score 0 if there is a contraceptive or substituted financing gap.

** If questions 4 and 14 are not asked (not assessing contraceptives) these questions are deleted, and the total score is calculated as (total score 18 x 100).

STRENGTHS	WEAKNESSES
HIGHLIGHTS	

LSAT TOTAL SCORES		
SECTION	LSAT 1	LSAT 2
I. Organization and Staffing		
II. Logistics Management Information System (LMIS)		
III. Product Selection		
IV. Forecasting		
V. Obtaining Supplies/Procurement		
VI. Inventory Control Procedures		
VII. Warehousing and Storage		
VIII. Transport and Distribution		
IX. Organizational Support for Logistics System		
X. Product Use		
XI. Finance/Donor Coordination/RHCS Planning		
TOTAL		

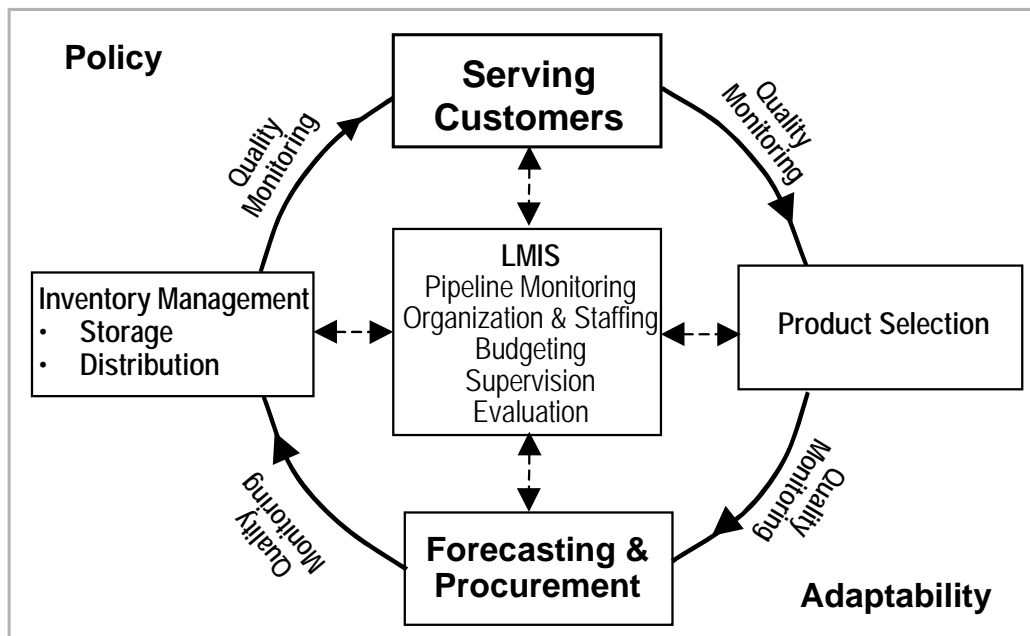
Logistics System Assessment Tool (LSAT) — I



Introduction

The Logistics System Assessment Tool (LSAT) allows for a comprehensive system-level assessment of the performance of a logistics system for any health program managing any health commodity. The tool follows the logistics cycle (see figure 1) and includes questions on all components of the cycle. It can be used with the Logistics Indicators Assessment Tool (LIAT)* to provide an overall assessment of a program's ability to ensure the continuous availability of health commodities at service delivery points (SDPs).

Figure 1. Logistics Cycle



The background and use of the logistics cycle, and the overall process and analysis, are described in the *LSAT User's Guide*.

The overall purpose of the LSAT is to:

- Diagnose areas that need improvement.
- Monitor the system's performance.
- Raise stakeholders' collective awareness about system performance.
- Gather informants' (logistics) knowledge, and use results of the analysis for work planning.

More information on the process of carrying out and analyzing the LSAT can be found in the *LSAT User's Guide*.

* The LIAT is a quantitative evaluation tool that measures five logistics indicators: stock status, stockout frequency, storage condition, forecast accuracy, and data quality. It can be accessed at www.deliver.jsi.com

Logistics System Assessment Tool (LSAT) — I

Background Information

Date: _____ (DD/MM/YY)

Facilitator: _____ Country: _____

Notetaker: _____

Name of program: _____

Type of program: ☐ Government ☐ NGO ☐ Social marketing ☐ Private

☐ Other (specify): _____

Number of facilities visited:

Before the exercise _____

After the exercise _____

Levels visited: ☐ Central ☐ Regional ☐ District

☐ Service delivery point ☐ Other _____

Product categories covered in this assessment: (Check all that apply.)

☐ Contraceptives ☐ STI drugs ☐ HIV test kits ☐ Essential drugs

☐ Essential drugs kits ☐ TB drugs ☐ Vaccines ☐ ARVs ☐ Other

Total number of products managed in the system being assessed: _____

List all the products managed by the supply chain being assessed (or attach a copy of the list):

_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Background Information

List the name and title of participants:

Name	Title	Name	Title

General notes:

Attach a copy of the organizational chart that describes the logistics personnel structure for the supply chain being assessed.

SECTION I: Organization and Staffing

1. Does the national level have a logistics management unit?

☐ Yes ☐ No

Comments:

If no, please check NO in questions 2 a–h and follow instructions for question 2.

2. Is the logistics management unit fully responsible for the following activities (If not, note the departments or positions responsible for each logistics task.):

- a. managing and using the logistics management information system?

☐ Yes ☐ No

Comments:

- b. forecasting quantities needed?

☐ Yes ☐ No

Comments:

- c. procurement?

☐ Yes ☐ No

Comments:

- d. inventory management, storage, and distribution?

☐ Yes ☐ No

Comments:

- e. product selection?

☐ Yes ☐ No

Comments:

- f. staffing of logistics positions?

☐ Yes ☐ No

Comments:

- g. budgeting for the logistics system?

☐ Yes ☐ No

Comments:

- h. supervision and logistic staff development?

☐ Yes ☐ No

Comments:

3. Are there documented guidelines for:

- a. managing and using the logistics management information system?

☐ Yes ☐ No

Comments:

- b. forecasting quantities needed?

☐ Yes ☐ No

Comments:

- c. procurement?

☐ Yes ☐ No

Comments:

- d. inventory management, storage, and distribution?

☐ Yes ☐ No

Comments:

- e. product selection?

☐ Yes ☐ No

Comments:

- f. staffing of logistics positions?

☐ Yes ☐ No

Comments:

- g. budgeting for the logistics system?

☐ Yes ☐ No

Comments:

SECTION I: Organization and Staffing

h. supervision and staff development?

☐ Yes ☐ No*Comments:*

4. Is there a full-time logistics officer-in-charge?

☐ Yes ☐ No*Comments:**If no, skip to question 6.*

5. Does the logistics officer(s)-in-charge have the same level of authority for decision making as other functional unit heads?

☐ Yes ☐ No*Comments:*

6. What activities are used to coordinate key logistics tasks among those responsible for logistics?

☐ none☐ formal meetings☐ joint work plans☐ written communications☐ department meetings☐ other _____

7. How many personnel positions have key logistics tasks?

8. How many of the positions with key logistics tasks are currently filled? If they are not filled, why not?

9. Provide or map an organogram that includes the relationship among key stakeholders, including government units, donors, other cooperating agencies and other supply chains (in terms of responsibilities for logistics activities).

10. Does the logistics system have a strategic plan that covers the next 1–3 years? Please attach.

☐ Yes ☐ No*Comments:*

SECTION I: Organization and Staffing

11. What issues outside the supply chain impact the functioning of the supply chain?
(Note: Include major political, cultural, or economic factors such as political events, labor disputes, etc.)

If contraceptives are included in the supply chain you are assessing, answer question 14–21. If not, skip to question 22.

12. Is there a national population policy?

☐ Yes ☐ No

Comments:

If no, skip to question 19.

13. [CS] Does the national population policy address contraceptive security?

☐ Yes ☐ No

Comments:

14. Does the population policy address HIV/AIDS and/or the link between contraceptives and HIV/AIDS?

☐ Yes ☐ No

Comments:

15. Does the population policy influence the annual planning process?

☐ Yes ☐ No

Comments:

16. [CS] Are there laws and regulations that hinder the importation or local production of contraceptives/other reproductive health commodities? If yes, give examples.

☐ Yes ☐ No

Comments:

17. Are there policies or other restrictions that limit or encourage client access to family planning services or contraceptives?

☐ Yes ☐ No

Comments:

In no, skip to question 21.

SECTION I: Organization and Staffing

18. Describe the policies.

19. How are policymakers engaged in improving access to contraceptives?

20. Other comments on organization and staffing:

STRENGTHS	WEAKNESSES

SECTION I: Organization and Staffing

RECOMMENDATIONS

SECTION II: Logistics Management Information System (LMIS)

1. Is there a logistics management information system?

☐ Yes ☐ No

Comments:

If yes, go to question 3.

2. Is logistics information collected through another information system (e.g., HMIS)? Describe briefly.

3. Does the information system (LMIS, HMIS, other) include:

a. stockkeeping records (e.g., inventory control cards, bin cards, stock registers) at all levels?

☐ Yes ☐ No

Comments:

b. requisition and issue records (e.g., bills of lading, shipping records, requisition/issue vouchers) at all levels?

☐ Yes ☐ No

Comments:

c. dispensed-to-user records at service delivery points?

☐ Yes ☐ No

Comments:

d. summaries of consumption data at levels above service delivery points (e.g., districts, regions, central, etc.)?

☐ Yes ☐ No

Comments:

e. stock on hand?

☐ Yes ☐ No

Comments:

4. Do information system reports at all levels of the system show:

a. inventory balance (stock on hand)?

☐ Yes ☐ No

Comments:

b. quantity dispensed or issued during a specified reporting period?

☐ Yes ☐ No

Comments:

c. losses and adjustments?

☐ Yes ☐ No

Comments:

d. quantities received?

☐ Yes ☐ No

Comments:

SECTION II: Logistics Management Information System (LMIS)

5. Do LMIS or other information system reports received at the central level provide information on stock status at the SDP level (i.e., do central level staff have accurate routine information on which SDPs are stocked out, understocked, adequately stocked, or overstocked)?

☐ Yes ☐ No

Comments:

-
6. How often are reports sent to each higher level of the system? Map the report flow.

-
7. How do managers monitor reporting rates and follow-up to obtain missing logistics reports?

-
8. What is the approximate percentage of information system reports received in time to be used for logistics decisions (ordering, distribution, etc.) at the following levels:

a. Central? _____

b. Regional? _____

c. District? _____

d. If below 100% at any level, explain why facilities don't report or don't report on time.

SECTION II: Logistics Management Information System (LMIS)

9. Are information system records reconciled against physical inventories at each level?

☐ Yes ☐ No

a. If yes, how is this done?

b. How often?

10. Is the information system automated at the following levels:

a. Central?

☐ Yes ☐ No

Comments:

b. Regional?

☐ Yes ☐ No

Comments:

c. District?

☐ Yes ☐ No

Comments:

d. Service delivery points?

☐ Yes ☐ No

Comments:

If no to questions 10 a–d, skip to 12.

11. Briefly describe the functions and processes that are automated.

SECTION II: Logistics Management Information System (LMIS)

12. Is external assistance provided to manage the information system? Describe.

13. Is the information system used to monitor and evaluate the program's performance?

☐ Yes ☐ No

Comments:

14. How is logistics data recorded, managed, analyzed, and used at each level?

15. What indicators related to logistics and/or product availability does the information system track (e.g., stockout rate, percentage of reporting, rational prescribing practices, etc.)?

a. Who tracks these indicators? How often?

16. What decisions are based on information system reports?

☐ forecasting ☐ procurement ☐ transport/delivery ☐ scheduling supervisory visits

☐ inventory management ☐ how much to resupply ☐ other _____

SECTION II: Logistics Management Information System (LMIS)

17. Are logistics data used at each level of the system as appropriate for:

a. continuous monitoring of stock balances?

Central

☐ Yes ☐ No

Comments:

Region

☐ Yes ☐ No

Comments:

District

☐ Yes ☐ No

Comments:

Service delivery point

☐ Yes ☐ No

Comments:

b. calculating quantities for resupply?

Central

☐ Yes ☐ No

Comments:

Region

☐ Yes ☐ No

Comments:

District

☐ Yes ☐ No

Comments:

Service delivery point

☐ Yes ☐ No

Comments:

18. What feedback mechanisms are in place to channel logistics information back to lower levels?

☐ telephone ☐ reports ☐ meetings ☐ supervisory visit

☐ other ☐ none

Comments:

19. Are issues data or dispensed-to-user data cross-checked against other data sources (e.g., service statistics, demographic surveys, etc.)?

☐ Yes ☐ No

Comments:

If none, skip to 21.

SECTION II: Logistics Management Information System (LMIS)

20. a. What type of data are they checked against?

☐ service statistics ☐ demographic statistics ☐ survey data ☐ supervisors reports

☐ other _____

b. How often are they checked against each data type?

☐ quarterly ☐ semi-annually ☐ annually ☐ other _____

c. Who is responsible for cross-checking?

21. a. Is logistics information provided to appropriate decision makers for logistics planning (e.g., Ministry of Health, Ministry of Finance, UNFPA, USAID, World Bank, NGOs)?

☐ Yes ☐ No

Comments:

b. What information is provided?

c. Who provides the information?

d. Who receives the information?

e. How often?

☐ monthly ☐ quarterly ☐ semi-annually ☐ annually ☐ other _____

f. How is the information used?

SECTION II: Logistics Management Information System (LMIS)

22. Other comments on LMIS:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

SECTION III: Product Selection

1. Is there a National Drug Policy document?

☐ Yes ☐ No

Comments:

If no, skip to question 4.

2. a. When was the document published? Attach a copy.

b. Who developed it?

c. How often is it updated?

d. Who receives it?

e. How is it used?

3. Does the National Drug Policy contain written guidelines for donation of products?

☐ Yes ☐ No

Comments:

4. Is duty tax imposed on imported drugs or products?

☐ Yes ☐ No

Comments:

5. Are donated commodities exempt from duty tax?

☐ Yes ☐ No

Comments:

6. How are new drugs or products registered?

7. Does the program have a written policy for maintaining continuity of brands and avoiding unnecessary duplication of interchangeable products (e.g., hormonal formulations of contraceptives and socially marketed products)?

☐ Yes ☐ No

Comments:

SECTION III: Product Selection

8. a. Is there an essential services package?

☐ Yes ☐ No

b. If yes, what services are included?

9. Is there a national essential drug list?

☐ Yes ☐ No

Comments:

If no, skip to question 15.

10. What categories of products does the list include? (check all that apply)

☐ contraceptives

☐ STI

☐ HIV/AIDS

☐ TB

☐ malaria

☐ vaccines

☐ vitamin supplements

☐ injection safety supplies

☐ other

11. List all contraceptives that are available in the country, and specify which contraceptives are on the essential drug list.

12. How many products, including contraceptives, does the list contain? (Provide a copy of the list.)

13. What criteria is used to select a product for the list?

14. To which levels of the system is the national essential drugs list officially distributed?

☐ Central

☐ Regional

☐ District

☐ Service delivery point

SECTION III: Product Selection

15. Is the list used for product selection and ordering commodities? If yes, explain how it is used.

16. Other comments on product selection:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

If DELIVER has prepared CPTs for the past 2 years and this LSAT is for contraceptives, the DELIVER advisor can complete this section prior to the LSAT workshop.

SECTION IV: Forecasting

1. Describe the forecasting process

a. Who initiates it?

b. When does it take place?

c. How long does the process take?

2. Are forecasts developed using:

a. dispensed-to-user data?

☐ Yes ☐ No *Comments:*

b. distribution/issues data?

☐ Yes ☐ No *Comments:*

c. stock on hand at all levels?

☐ Yes ☐ No *Comments:*

3. Are forecasts developed using the following:

a. demographic data or disease prevalence/morbidity?

☐ Yes ☐ No *Comments:*

b. service statistics?

☐ Yes ☐ No *Comments:*

4. Are forecasts validated by comparing previous estimated consumption with actual consumption?

☐ Yes ☐ No *Comments:*

5. How close have most forecasts been to actual consumption?

☐ less than 0–10% ☐ between 10–25%

☐ between 25–50% ☐ more than 50% discrepancy

6. a. How many products had serious forecasts discrepancies in the past 2 years (+/- 25%)?

b. Which ones?

c. Which products had the smallest forecast discrepancies?

SECTION IV: Forecasting

7. What other factors are considered in the preparation of forecasts (e.g., consolidating decentralized forecasts or quantifications, seasonal and regional variations, standard treatment guidelines, national essential drug list, stockout periods, etc.)?

8. Do forecasts take into account programmatic plans (e.g., expansion of service outlets, training, IEC or behavior change campaigns, other organization's activities, etc.)? Describe.

9. a. Is technical assistance provided to develop correct forecasts?

☐ Yes ☐ No

- b. If yes, by whom?

10. What is the role of regional or lower levels in the forecasting process?

11. Are forecasts updated at least annually?

☐ Yes ☐ No

Comments:

12. Are forecasts prepared on a schedule coinciding with local budgeting and procurement cycles?

☐ Yes ☐ No

Comments:

13. Are long-term (e.g., 3 or more years) forecasts prepared?

☐ Yes ☐ No

Comments:

SECTION IV: Forecasting

14. Are forecasts costed out and incorporated into budget planning by the MOH and/or donors? Explain.

15. Other comments on forecasting:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

SECTION V: Obtaining Supplies/Procurement

1. Who is responsible for procurement planning, and ordering and scheduling of shipments (e.g., logistics unit, procurement unit) at appropriate levels?

2. Describe the coordination between staff or unit(s) responsible for logistics activities and procurement staff.

-
3. Are short-term procurement plans based on forecasted needs?

☐ Yes ☐ No ☐ NA

Comments:

-
4. Do these procurement plans take into account the following logistics system elements:

- a. current inventory levels (stock on hand)?

☐ Yes ☐ No ☐ NA

Comments:

- b. consumption (dispensed to user or issues)?

☐ Yes ☐ No ☐ NA

Comments:

- c. losses and adjustments?

☐ Yes ☐ No ☐ NA

Comments:

- d. required order lead times of suppliers/donors?

☐ Yes ☐ No ☐ NA

Comments:

- e. established stock levels, if relevant (i.e., maximum and minimum levels)?

☐ Yes ☐ No ☐ NA

Comments:

- f. shipment and handling schedules?

☐ Yes ☐ No ☐ NA

Comments:

- g. need for safety stock?

☐ Yes ☐ No ☐ NA

Comments:

SECTION V: Obtaining Supplies/Procurement

5. Are procurement plans responsive to other factors related to product supply and demand (e.g., demographic trends, program changes or expansion, IEC campaigns, etc.)?

-
6. Are procurements limited to:

a. pre-qualified suppliers?

☐ Yes ☐ No

Comments:

b. products on the national essential drugs list?

☐ Yes ☐ No

Comments:

-
7. In general, are the correct amounts of all products procured and obtained at the appropriate time at the following levels:

a. Central?

☐ Yes ☐ No ☐ NA

Comments:

b. Regional?

☐ Yes ☐ No ☐ NA

Comments:

c. District?

☐ Yes ☐ No ☐ NA

Comments:

d. Service delivery point?

☐ Yes ☐ No ☐ NA

Comments:

Specify the products, if any, that do not arrive in a timely manner or in appropriate amounts and why.

-
8. a. What are the procedures and time frames for ordering products from suppliers and donors?

b. Do these take into account trade, regulatory, and currency restrictions? How?

SECTION V: Obtaining Supplies/Procurement

9. What is done to monitor/manage the coordination of procurement plans among suppliers/donors?

10. a. Is pipeline status regularly monitored so that procurement decisions can be made and actions can be initiated in time to avoid stockouts?

☐ Yes ☐ No

Comments:

b. If yes, who does this and how?

c. How effective has this monitoring been? Explain.

11. Does the procurement unit or persons responsible for procurement:

a. write and issue tenders?

☐ Yes ☐ No

Comments:

b. evaluate bids?

☐ Yes ☐ No

Comments:

c. monitor supplier performance?

☐ Yes ☐ No

Comments:

12. Does the program have written procedures for ensuring that products meet defined standards of quality?

SECTION V: Obtaining Supplies/Procurement

13. What are the procedures for quality assurance, who is responsible, and how often are they done?

14. Is there a procedure for recording and reporting complaints about product quality to suppliers?

15. What other actions are carried out to ensure product quality?

16. Other comments on procurement:

STRENGTHS

WEAKNESSES

RECOMMENDATIONS

SECTION VI: Inventory Control Procedures

1. Specify what type of inventory control system is used (e.g., push, pull, etc.) and describe the system. Draw a diagram showing the relationships between the various levels.

-
2. What products are considered by the program to be in full supply?

-
3. Are there guidelines and established policies for maximum and minimum stock levels at which full supply products should be maintained (please note current maximum and minimum levels in comments section)?

a. At the Central level?

☐ Yes ☐ No ☐ NA

Comments:

b. At the Regional level?

☐ Yes ☐ No ☐ NA

Comments:

c. At the District level?

☐ Yes ☐ No ☐ NA

Comments:

d. At the service delivery point level?

☐ Yes ☐ No ☐ NA

Comments:

-
4. a. Are the inventory control guidelines for full supply products respected at all levels so stock levels generally fall between maximum and minimum?

☐ Yes ☐ No ☐ NA

b. If no, why?

SECTION VI: Inventory Control Procedures

5. a. Are stock levels (maximum and minimum) for full supply products reviewed periodically?

☐ Yes ☐ No ☐ NA

- b. Do reviews take into account changes in transport and information availability?

-
6. How are products that cannot be maintained in full supply allocated at the following levels:

a. Central?

b. Regional?

c. District?

d. Service delivery points?

-
7. Are there written provisions for the redistribution of over-stocked supplies?

☐ Yes ☐ No

Comments:

-
8. How are stock imbalances handled by supervisors/managers at the following levels:

a. Central?

b. Regional?

c. District?

d. Service delivery points?

-
9. Does the program have a policy of storing and issuing stock according to first-to-expire, first-out (FEFO) inventory control procedures at all levels?

☐ Yes ☐ No

Comments:

If no, what system is used?

SECTION VI: Inventory Control Procedures

10. In practice, does the program manage and issue stock according to FEFO inventory control procedures at all levels? Describe.

☐ Yes ☐ No

Comments:

-
11. Are damaged/expired products physically separated from inventory and removed from stock records at the following levels:

a. Central? ☐ Yes ☐ No ☐ NA

Comments:

b. Regional? ☐ Yes ☐ No ☐ NA

Comments:

c. District? ☐ Yes ☐ No ☐ NA

Comments:

d. Service delivery point? ☐ Yes ☐ No ☐ NA

Comments:

-
12. Note the approximate quantities of products that expired within the past two years.

-
13. Does the program have a system for tracking product losses and other adjustments?

☐ Yes ☐ No

Comments:

SECTION VI: Inventory Control Procedures

14. a. Are there significant losses and adjustments?
☐ Yes ☐ No *Comments:*
- b. If yes, how are they investigated?
☐ Yes ☐ No *Comments:*
- c. Are appropriate actions taken to prevent recurrence?
☐ Yes ☐ No *Comments:*

15. How does each level of the system calculate resupply quantities?

- a. Central? *Comments:*
- b. Region? *Comments:*
- c. District? *Comments:*
- d. Service delivery points? *Comments:*

16. Have stockouts occurred for any product in the last 12 months at the following levels:

- a. Central?
☐ Yes ☐ No ☐ NA *Comments:*
- b. Regional?
☐ Yes ☐ No ☐ NA *Comments:*
- c. District?
☐ Yes ☐ No ☐ NA *Comments:*
- d. Service delivery points?
☐ Yes ☐ No ☐ NA *Comments:*

If no to 16 a–d, skip to question 19.

SECTION VI: Inventory Control Procedures

17. a. Which products stockout most frequently?

b. How long do the stockouts normally last?

c. What causes these stockouts?

d. At which levels or what parts of the country do most stockouts occur?

18. How did the stockouts affect program services and performance (specify which products and levels)?

19. Are there established procedures for placing emergency orders?

☐ Yes ☐ No

Comments:

20. a. How often are emergency orders placed by the following levels (include product):

i. Central?

ii. Regional?

iii. District?

iv. Service delivery points?

b. In general, how successfully are emergency orders filled?

SECTION VI: Inventory Control Procedures

Other comments on inventory control:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

SECTION VII: Warehousing and Storage

1. Does the program have written guidelines for storage and handling of all products, at all levels of the system (e.g., manuals, posters, etc.)?

☐ Yes ☐ No

Comments:

2. Are there written guidelines for disposal of sharps, biohazardous material, and other medical waste?

☐ Yes ☐ No

Comments:

3. Does the program conduct at least one physical inventory of all products every year at storage facilities at the following levels:

a. Central?

☐ Yes ☐ No

Comments:

b. Regional?

☐ Yes ☐ No

Comments:

c. District?

☐ Yes ☐ No

Comments:

d. Service delivery point?

☐ Yes ☐ No

Comments:

4. Are there cold chain requirements in this supply chain?

☐ Yes ☐ No ☐ NA

Comments:

If no, skip to question 7.

5. Are cold chain storage resources (e.g., refrigerator, paraffin/kerosene, and temperature chart) available at all levels of the system, where appropriate?

☐ Yes ☐ No ☐ NA

Comments:

6. How is the cold chain monitored to ensure that products are consistently maintained at appropriate temperatures? (Check all that apply.)

☐ written guidelines

☐ supervision

☐ temperature log sheets

☐ other _____

SECTION VII: Warehousing and Storage

7. Is the existing storage capacity adequate to handle the current quantities of products at the following levels:

- | | | |
|----------------------------|--|------------------|
| a. Central? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| b. Regional? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| c. District? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |

-
8. Can the existing storage capacity handle all the quantities needed to ensure that no stockouts occur at the following levels?

- | | | |
|----------------------------|--|------------------|
| a. Central? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| b. Regional? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| c. District? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |

If yes to all, skip to question 10.

-
9. How does the program cope with inadequate storage space at the following levels:

- a. Central?
- b. Regional?
- c. District?
- d. Service delivery point?

-
10. Does the program have plans for meeting storage requirements for at least the next five years?

☐ Yes ☐ No *Comments:*

-
11. Describe the program's plans for accommodating growth (e.g., infrastructure, distribution, etc.).
-

SECTION VII: Warehousing and Storage

12. Specify storage conditions that need improvement, if any (e.g., cleanliness, organization, temperature, building structure, etc.).

-
13. a. Is there a procedure for recording complaints about product quality at all levels?

☐ Yes ☐ No

Comments:

- b. If yes, how are they handled?

-
14. Are visual quality assurance inspections of products conducted at the storage facility at the following levels:

Level	YES	NO	How Often?	Comments
Central?				
Regional?				
District?				
Service delivery point?				

-
15. Are there written procedures or guidelines for destroying damaged and expired products?

☐ Yes ☐ No

Comments:

If no, skip to question 17.

SECTION VII: Warehousing and Storage

16. Describe the written procedures/guidelines for destroying damaged and expired products.

17. In practice, are damaged and expired products destroyed according to the program's disposal guidelines at the following levels:

- | | | |
|----------------------------|--|------------------|
| a. Central? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| b. Regional? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| c. District? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |

18. Describe notable problems encountered in the past year, if any, regarding wastage due to damage or expirations. Please note product, level, location, approximate amount of goods, and actions taken.

19. Other comments on warehousing and storage:

STRENGTHS	WEAKNESSES

SECTION VII: Warehousing and Storage

RECOMMENDATIONS

SECTION VIII: Transport and Distribution

1. Does the program's budget have a line item for:

a. vehicles?

☐ Yes ☐ No ☐ NA

Comments:

b. fuel?

☐ Yes ☐ No ☐ NA

Comments:

c. spare vehicle parts?

☐ Yes ☐ No ☐ NA

Comments:

d. vehicle maintenance and repair?

☐ Yes ☐ No ☐ NA

Comments:

e. per diem?

☐ Yes ☐ No ☐ NA

Comments:

f. salaries for drivers?

☐ Yes ☐ No ☐ NA

Comments:

2. a. Are any of the above items supported by external funds?

☐ Yes ☐ No

b. If yes, how much? By whom?

c. If yes, are there plans to phase out or end this support?

3. Do written procedures specify what type of distribution system should be used to distribute products between each level?

☐ Yes ☐ No

Comments:

SECTION VIII: Transport and Distribution

4. How are products delivered between each level of the system (include frequency and means of transportation)? Specify between which levels. How are routes determined?

5. Is there a documented distribution schedule for all levels?

☐ Yes ☐ No

Comments:

6. Which essential health products are distributed together (e.g., contraceptives, essential drugs, TB drugs, STI and HIV test kits and drugs, laboratory supplies, etc.)? Specify by level.

7. a. Are a sufficient number of functioning vehicles available, with available petrol and drivers, at appropriate levels, to meet the desired product distribution schedule?

☐ Yes ☐ No

Comments:

- b. Are vehicles regularly available for supervision?

☐ Yes ☐ No

Comments:

- c. Are vehicles available for biohazardous material and sharps waste transport?

☐ Yes ☐ No

Comments:

8. Are vehicles used effectively for routine and emergency deliveries at all levels? Explain (e.g., maximum use of vehicle capacity, coordination of distribution routes, etc.).

SECTION VIII: Transport and Distribution

9. a. Are all vehicles in running order?

b. How is vehicle maintenance handled at the different levels?

10. Where are the vehicles kept (at what levels of the system)?

11. In general, are orders delivered as scheduled at the following levels:

- | | | |
|----------------------------|--|------------------|
| a. Central? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| b. Regional? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| c. District? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | <i>Comments:</i> |

12. a. Is transportation outsourced at any level of the system?

☐ Yes ☐ No

b. If yes, how effective has it been?

SECTION VIII: Transport and Distribution

13. Other comments on transport and distribution:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

SECTION IX: Organizational Support for Logistics System

1. How often do personnel at the following levels communicate?
 - a. Central-level logistics staff and next level (e.g., region, province, district) staff
☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*
 - b. Regional-level (or level below central) of logistics staff with district level staff (or next level down) in their area
☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*
 - c. District-level logistics staff with the SDP level
☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*

If never to question 1 a–c, skip to question 3.

2. Describe what is done during meetings with staff with logistics responsibilities.

-
3. Is there a supervision system that covers logistics activities?
☐ Yes ☐ No *Comments:*

-
4. How often is supervision conducted at the service delivery points?
☐ Never ☐ Weekly ☐ Monthly ☐ Quarterly ☐ Annually *Comments:*

-
5. Is there a process in place for improving any gaps in the knowledge and skills of logistics personnel at the following levels?

a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
-

SECTION IX: Organizational Support for Logistics System

6. Are there written procedures and guidelines (e.g., manuals, job aids, standards) to help staff carry out their logistics responsibilities?

☐ Yes ☐ No *Comments:*

If no, skip to question 8.

7. List all procedures/guidelines that cover logistics responsibilities.

8. Are the procedures and guidelines distributed to staff at the following levels:

a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>

9. Do staff who manage commodities have a written job description that includes logistics responsibilities at the following levels?

a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>

10. Do logistics staff have the tools and resources they need to do their jobs at all levels (e.g., job aids, forms, carbon paper, calculators, shelving, vehicles, funds for transport, etc.)? If not, which tools or resources are missing at the following levels:

a. Central?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
b. Regional?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
c. District?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>
d. Service delivery point?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA	<i>Comments:</i>

SECTION IX: Organizational Support for Logistics System

11. a. Is external assistance used to complete management and supervision activities?
☐ Yes ☐ No *Comments:*

b. If yes, describe the extent of the external assistance.

-
12. Describe supervisory relationships by job position/title and by level. Indicate if any position receives supervision from more than one person or unit. Provide a chart if possible.

-
13. Are supervisory responsibilities described in written job descriptions?

☐ Yes ☐ No

Comments:

14. Are guidelines available for how the supervisor is to conduct the supervisory visit (e.g., introductions, positive style of interaction, follow-up)?

☐ Yes ☐ No

Comments:

15. Are tools available that describe what to cover when conducting a supervisory visit (e.g., guidelines, a checklist)?

☐ Yes ☐ No

Comments/describe:

If no to 13–15, skip to question 18.

-
16. Are these guidelines and tools used by supervisors?
-

SECTION IX: Organizational Support for Logistics System

17. Are supervisory visits conducted for staff at the following levels:

- | | | |
|----------------------------|--|-----------|
| a. Central? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | Comments: |
| b. Regional? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | Comments: |
| c. District? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | Comments: |
| d. Service delivery point? | <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> NA | Comments: |

If no to 17 a–d, skip to question 21.

18. What types of activities take place during the visits:

- | | |
|---|-----------|
| a. review procedures for forecasting needs?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| b. review procedures for ordering products?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| c. observe product storage?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| d. conduct physical inventory?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| e. review of logistics records and reports?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| f. discuss budgeting for logistics activities?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| g. review changes made since last supervisory visit?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| h. on-the-job training to improve job performance?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| i. discuss what is working and what is not working?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
| j. discuss what help is needed (staff, equipment, forms, etc.)?
<input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |

19. Is there a documented schedule for supervision?

- | | |
|--|-----------|
| <input type="checkbox"/> Yes <input type="checkbox"/> No | Comments: |
|--|-----------|

If no, skip to question 20.

SECTION IX: Organizational Support for Logistics System

20. a. Are supervisory visits conducted according to the established schedule? If not, why not?

b. How often do they take place?

c. Are there any constraints to conducting supervisory visits?

21. If a staff member's performance in logistics is not satisfactory, is the person provided with:

a. in-service training? ☐ Yes ☐ No *Comments:*

b. on-the-job training? ☐ Yes ☐ No *Comments:*

c. written instructions on how to improve? ☐ Yes ☐ No *Comments:*

d. a coach or mentor? ☐ Yes ☐ No *Comments:*

e. other? (describe) _____

22. Does the program conduct periodic staff development activities (e.g., classroom training, coaching, on-the-job training, etc.)?

☐ Yes ☐ No *Comments:*

23. Has training been given to current staff at all appropriate levels in the following areas:

a. completion and submission of LMIS reports?
☐ Yes ☐ No *Comments:*

b. proper storage of health products?
☐ Yes ☐ No *Comments:*

c. maintaining proper stock levels?
☐ Yes ☐ No *Comments:*

d. determining order quantities?
☐ Yes ☐ No *Comments:*

e. determining issue quantities?
☐ Yes ☐ No *Comments:*

f. estimating annual needs?
☐ Yes ☐ No *Comments:*

g. reviewing reports and records?
☐ Yes ☐ No *Comments:*

h. other? (list): _____
☐ Yes ☐ No *Comments:*

SECTION IX: Organizational Support for Logistics System

24. Other comments on organizational support for the logistics system:

STRENGTHS	WEAKNESSES
RECOMMENDATIONS	

SECTION X: Product Use

1. Do written standard treatment guidelines exist for conditions that are treated with commodities in the supply chain being assessed?

☐ Yes ☐ No

Comments:

If no, skip to question 4.

2. Specify the commodities in this supply chain that are required to comply with the standard treatment guidelines. Attach the list.

3. Are guidelines distributed to all the service delivery points?

☐ Yes ☐ No

Comments:

4. Are there written procedures for monitoring and supervising prescribing practices (e.g., monitoring number of products/drugs prescribed/dispensed per prescription)?

☐ Yes ☐ No

Comments:

If no, skip to question 6.

5. Are the procedures distributed to service providers at all levels?

☐ Yes ☐ No

Comments:

6. Do written universal safety precaution guidelines exist (e.g., disposing of used needles, washing hands before and after contact with patient)?

☐ Yes ☐ No

Comments:

If no, skip to question 8.

7. Are precaution guidelines distributed to service providers at all levels?

☐ Yes ☐ No

Comments:

SECTION X: Product Use

8. a. What mechanisms and resources are in place to ensure the implementation of standard treatment guidelines and universal safety precautions?

b. To what extent are they followed?

c. If not followed, what are the barriers to putting them into practice?

9. Are commodities provided only to facilities that have staff trained and equipped to use them (e.g., TB drugs only to DOT-trained facilities, IUDs only to sites with trained providers)?

☐ Yes ☐ No *Comments:*

10. a. Are prescribing practices monitored and compared to standard treatment guidelines?

☐ Yes ☐ No *Comments:*

b. If so, how often?

c. By whom?

If contraceptives are included in the supply chain you are assessing, answer questions 11–15. If not, skip to question 16.

11. What contraceptive methods does each provider type offer (public, NGOs, social marketing, commercial, other government)?

12. Within the past five years has there been a change in the percentage of market share of methods provided by each supplier?

☐ Yes ☐ No *Comments:*

If no, skip to question 14.

13. Indicate the percentage of market share of methods provided by each supplier in year 1 (5 years ago) and year 5 (currently).

Source of information: _____

SECTION X: Product Use

Commodity	Government		NGO		Commercial	
	Year 1	Year 5	Year 1	Year 5	Year 1	Year 5
Pill						
Condom						
Condom						
Injectable						
IUD						
Norplant						
Sterilization						

14. Have implications of the contraceptive method mix been assessed by decision makers?

☐ Yes ☐ No

a. Explain/provide examples.

15. a. Are there behavior change communication campaigns underway (or undertaken in the previous 2–3 years) that encourage the use of modern contraceptive methods, especially long-term and/or permanent methods?

☐ Yes ☐ No

Comments:

b. If yes, describe campaigns and specify who is responsible for these activities.

16. Do the following barriers limit client access to services that use products from the supply chain being studied today?

a. programmatic? ☐ Yes ☐ No *Comments:*

b. operational? ☐ Yes ☐ No *Comments:*

c. cultural? ☐ Yes ☐ No *Comments:*

d. religious? ☐ Yes ☐ No *Comments:*

e. price? ☐ Yes ☐ No *Comments:*

f. other? ☐ Yes ☐ No (specify) *Comments:*

SECTION X: Product Use

17. Is access to the programs services negatively affected by perceptions of quality at the following provider sites?

- | | | |
|----------------------|--|------------------|
| a. public? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| b. NGO? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| c. social marketing? | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |
| d. other? (specify) | <input type="checkbox"/> Yes <input type="checkbox"/> No | <i>Comments:</i> |

If no, skip to question 19.

18. What are the problems most commonly expressed?

19. Other comments on product use:

STRENGTHS

WEAKNESSES

RECOMMENDATIONS

SECTION XI: Finance/Donor Coordination/RHCS Planning

1. Does the program's budget include line items for (specify the program):

a. products?

☐ Yes ☐ No

Comments:

b. warehousing/storage?

☐ Yes ☐ No

Comments:

c. logistics management information system?

☐ Yes ☐ No

Comments:

d. transportation?

☐ Yes ☐ No

Comments:

e. logistics staff development?

☐ Yes ☐ No

Comments:

f. salaries for logistics staff?

☐ Yes ☐ No

Comments:

g. waste management?

☐ Yes ☐ No

Comments:

2. What is the program's annual budget and expenditure for:

Drug budget? _____ Reported year _____ Annual expenditure _____

Contraceptive budget? _____ Reported year _____ Annual expenditure _____

Logistic budget? _____ Reported year _____ Annual expenditure _____

3. a. Who finances the program's annual budget?

b. What percentage of the cost of products procured is locally financed?

4. What process is used to develop the program's budget?

SECTION XI: Finance/Donor Coordination/RHCS Planning

5. Considering the last available year's expenditure (capital and operating costs), is the budget sufficient?

If not, why?

-
6. Estimate the percentage of products bought from domestic versus international suppliers.

-
7. Are clients charged for:

a. services? ☐ Yes ☐ No *Comments:*

b. commodities? ☐ Yes ☐ No *Comments:*

If no to question 7 a and b, skip to instructions above question 11.

-
8. Are revenues generated from the cost recovery system used for:

a. commodity costs? ☐ Yes ☐ No *Comments:*

b. logistics costs? ☐ Yes ☐ No *Comments:*

c. other costs? ☐ Yes ☐ No *Comments:*

-
9. What approximate percentage of costs is recovered (e.g., through user's fees)? If possible, separate by commodity versus logistics.

-
10. a. Where is the cost recovery money physically kept and managed?

b. What is it used for?

SECTION XI: Finance/Donor Coordination/RHCS Planning

If contraceptives are included in the supply chain you are assessing, answer questions 11–21. If not, skip to question 22.

Note: Even if you are not assessing contraceptives, these questions can be reworded and asked by substituting the product of interest (e.g., RH products, TB drugs, STI drugs, etc.).

11. Are pricing policies among RH suppliers supportive, neutral, or unsupportive toward encouraging competition from private and social marketing providers?

12. [CS] Is there a contraceptive (or other commodity) financing gap currently or in the short-term (1 to 3 years)?

☐ Yes ☐ No

Comments:

If yes, quantify amount annually.

13. [CS] Is there a contraceptive (or other commodity) financing gap in the medium-term (3 to 5 years)?

☐ Yes ☐ No

Comments:

If yes, quantify amount annually.

14. Estimate the annual amount spent on contraceptives provided by each of the following sources:

a. government direct expenditures (including World Bank credits)?

b. donors?

c. NGOs?

d. households?

e. other sources (list) (e.g., social insurance program, private insurance, employer-based programs, etc.).

15. Is the country engaged in a Poverty Reduction Strategy Plan (PRSP)?

☐ Yes ☐ No

Comments:

If no, skip to question 17.

SECTION XI: Finance/Donor Coordination/RHCS Planning

16. Is there a reference to CS as a precursor for attaining the Millennium Development Goals (MDG) targets in the PRSP?

☐ Yes ☐ No

Comments:

17. Has the country set up a sector wide approach (SWAp) for health, reproductive health, or family planning?

☐ Yes ☐ No

Comments:

18. [CS] Are contraceptive supplies addressed as an explicit government budget line item, either within or outside the SWAp?

☐ Yes ☐ No

Comments:

19. Is there a favorable environment that encourages the private sector to supply contraceptives?

20. Is there market segmentation of contraceptives?

21. What is the percentage of the private market for contraceptives?

22. [CS] Is there a process for coordinating with donors for commodity supply?

☐ Yes ☐ No

Comments:

If no, skip to question 27.

23. Does this process occur at specified intervals?

☐ Yes ☐ No

Comments:

24. Describe the process and specify intervals.

25. [CS] Does the program initiate the coordination with donors?

☐ Yes ☐ No

Comments:

SECTION XI: Finance/Donor Coordination/RHCS Planning

26. Is there a mechanism or a unit that currently coordinates procurement and product shipment with donors?

27. Are any products procured through a basket funding mechanism?

☐ Yes ☐ No

Comments:

If no, skip to 30.

28. Specify which products are procured through basket funding.

29. Describe the process (e.g., timing, donors, etc).

30. What are the program's future plans for local financing? Are there plans by donors to phase out or reduce donations during the next five years?

Note: Questions 31–44 are designed mainly for assessments involving the contraceptive supply chain. However, even if you are not assessing contraceptives, most of these questions can be reworded and asked by substituting commodity security for contraceptive security.

31. Has the MOH developed and convened a RH/CS coordination meeting?

☐ Yes ☐ No

Comments:

If no, skip to question 33.

SECTION XI: Finance/Donor Coordination/RHCS Planning

32. Please identify the stakeholders who regularly take part in these RH/CS coordination meetings.

33. [CS] Is there a RHCS/CS committee?

☐ Yes ☐ No

Comments:

If yes, skip to question 35.

34. Are there other coordination mechanisms in place? If yes, give examples.

☐ Yes ☐ No

Comments:

35. Does the committee involve all of the relevant stakeholders (donors, MOH, NGOs, commercial provider representatives, other sectors, etc.)?

☐ Yes ☐ No

Comments:

36. [CS] Does the committee hold meetings at specified intervals (e.g., quarterly, annually)?

☐ Yes ☐ No

Comments:

37. Does the committee make decisions and take action? If yes, give examples.

☐ Yes ☐ No

Comments:

38. [CS] Is the committee effective in responding to external changes that affect CS?

☐ Yes ☐ No

Comments:

Describe a recent example.

39. [CS] Is there a local commodity security champion with decision-making authority?

☐ Yes ☐ No

Comments:

40. [CS] Has the Ministry, with other stakeholders, developed a national RHCS/CS strategic plan?

☐ Yes ☐ No

Comments:

If no, skip to question 45.

SECTION XI: Finance/Donor Coordination/RHCS Planning

41. Describe the plan.

42. [CS] Is the National RHCS/CS strategic plan fully financed/resourced?

☐ Yes ☐ No

Comments:

43. a. [CS] Is the National RHCS/CS strategic plan being implemented?

☐ Yes ☐ No

Comments:

b. How (e.g. nationally, regionally, locally)?

44. [CS] Does the plan include/commit governmental funds to purchase contraceptives?

☐ Yes ☐ No

Comments:

45. Other comments on finance/donor coordination/RHCS planning:

STRENGTHS	WEAKNESSES

SECTION XI: Finance/Donor Coordination/RHCS Planning

RECOMMENDATIONS

Logistics System Assessment Tool (LSAT) — II



Logistics Systems Assessment Tool (LSAT) — II

Background Information	
LSAT I	LSAT II
Name of program:	Name of program:
Type of program:	Type of program:
Total number of products managed in the system:	Total number of products managed in the system:
Product categories covered in the assessment:	Product categories covered in the assessment:
<i>Date of LSAT 1:</i>	<i>Date of LSAT 2:</i>
Number of facilities visited LSAT 1:	Number of facilities visited LSAT 2:
Levels visited for LSAT 1:	Levels visited for LSAT 2:
Name of interviewer/authors:	Name of interviewers/authors:
Method(s) of interviewing for LSAT 1:	Method(s) of interviewing for LSAT 2:
Name and title of people interviewed: LSAT 1	Name and title of people interviewed: LSAT 2

SECTION I: Organization and Staffing

LSAT I Response	LSAT II Response	Reasons for change/ no change. Comments.
1. Does the national level have a logistics management unit? (If question 1 is NO, please check NO in questions 2a–2h and follow instructions for question 2.)		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
2. Is the logistics management unit fully responsible for the following activities: (If partly responsible, not responsible, or if there is no logistics unit, note in comments who else is responsible for each logistics task.)		
a. managing and using the logistics management information system?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
b. forecasting quantities needed?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
c. procurement?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
d. inventory management, storage, and distribution?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	

SECTION I: Organization and Staffing

LSAT I Response	LSAT II Response	Reasons for change/ no change. Comments.
e. product selection?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
f. staffing of logistics positions?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
g. budgeting for the logistics system?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
h. supervision and logistic staff development?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Are there documented guidelines for:		
a. managing and using the logistics management information system?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. forecasting quantities needed?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION I: Organization and Staffing

LSAT I Response	LSAT II Response	Reasons for change/ no change. Comments.
c. procurement?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
d. inventory management, storage, and distribution?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
e. product selection?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
f. staffing of logistics positions?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
g. budgeting for the logistics system?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
h. supervision and staff development?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	

SECTION I: Organization and Staffing

LSAT I Response	LSAT II Response	Reasons for change/ no change. Comments.
4. Is there a full-time logistics officer-in-charge?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

If no, skip to question 6.

5. Does the logistics officer(s)-in-charge have the same level of authority for decision making as other functional unit heads?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

6. Does the logistics system have a strategic plan that covers the next 1–3 years? Please attach.		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

Ask questions 7–8 if assessing contraceptives; if not, skip to question 9.

7. Is there a national population policy?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION I: Organization and Staffing

LSAT I Response	LSAT II Response	Reasons for change/ no change. Comments.
8. [CS] Does the national population policy address contraceptive security?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
9. [CS] Are there laws and regulations that hinder the importation or local production of contraceptives/other RH commodities?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION II: Logistics Management Information System (LMIS)

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Does the information system (LMIS, HMIS, other) include:		
a. stockkeeping records (e.g., inventory control cards, bin cards, stock registers) at all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. requisition and issue records (e.g., bills of lading, shipping records, requisition/issue vouchers) at all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. dispensed-to-user records at service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. summaries of consumption data at levels above service delivery points (e.g., districts, regions, central, etc.)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
e. stock on hand?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
2. Do information system reports at all levels of the system show:		
a. beginning inventory balance (stock on hand)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION II: Logistics Management Information System (LMIS)

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
b. quantity dispensed or issued during a specified reporting period?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. losses and adjustments?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. quantities received?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Do LMIS or other information system reports received at the central level provide information on stock status at the service delivery point level (i.e., do central level staff have accurate routine information on which service delivery points are stocked out, understocked, adequately stocked, or overstocked)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
4. What is the approximate percentage of information system reports received in time to be used for logistics decisions at each level of the system?		
a. Central?	a. Central?	
b. Regional?	b. Regional?	

SECTION II: Logistics Management Information System (LMIS)

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
c. District?	c. District?	
5. What decisions are based on information system reports?		
a. resupply quantities?	a. resupply quantities?	
b. forecasting?	b. forecasting?	
c. procurement?	c. procurement?	
d. transport/delivery?	d. transport/delivery?	
e. scheduling supervisory visits?	e. scheduling supervisory visits?	
f. other?	f. other?	

SECTION II: Logistics Management Information System (LMIS)

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
-----------------	------------------	---

6. Are logistics data used at each level of the system as appropriate for:**a. continuous monitoring of stock balances?**

Central?

☐ Yes ☐ No
 Comments:

☐ Yes ☐ No
 Comments:

Regional?

☐ Yes ☐ No
 Comments:

☐ Yes ☐ No
 Comments:

District?

☐ Yes ☐ No
 Comments:

☐ Yes ☐ No
 Comments:
Service delivery points?
☐ Yes ☐ No
 Comments:

☐ Yes ☐ No
 Comments:
b. Calculating quantities for resupply?

Central?

☐ Yes ☐ No
 Comments:

☐ Yes ☐ No
 Comments:

Regional?

☐ Yes ☐ No
 Comments:

☐ Yes ☐ No
 Comments:

SECTION II: Logistics Management Information System (LMIS)

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
7. What feedback mechanisms are in place to channel logistics information back to lower levels?		
a. none	a. none	
b. telephone call	b. telephone call	
c. reports	c. reports	
d. meetings	d. meetings	
e. supervisory visit	e. supervisory visit	
f. other	f. other	

SECTION II: Logistics Management Information System (LMIS)

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION III: Product Selection

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Is there a national drug policy document?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
<i>If no, skip to question 3.</i>		
2. Does the national drug policy contain written guidelines for donation of products?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Is duty tax imposed on imported drugs or products?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
4. Are donated commodities exempt from duty tax?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
5. Does the program have a written policy for maintaining continuity of brands and avoiding unnecessary duplication of interchangeable products (e.g., hormonal formulations of contraceptives and socially marketed products)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION III: Product Selection

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
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6. Is there a national essential drug list?

<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
---	---	--

If no, skip to question 16.

7. What categories of products does the list include? (check all that apply)

- | | | |
|--|--|-----------------------------------|
| <input type="checkbox"/> contraceptives | <input type="checkbox"/> STI | <input type="checkbox"/> HIV/AIDS |
| <input type="checkbox"/> TB | <input type="checkbox"/> malaria | <input type="checkbox"/> vaccines |
| <input type="checkbox"/> vitamin supplements | <input type="checkbox"/> injection safety supplies | <input type="checkbox"/> other |

Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION IV: Forecasting

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Are forecasts developed using:		
a. dispensed-to-user data?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. distribution/issues data?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. stock on hand at all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
2. Are forecasts developed using:		
a. demographics data or disease prevalence/morbidity?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. service statistics?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Are forecasts validated by comparing previous estimated consumption with actual consumption?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION IV: Forecasting

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
4. Are forecasts updated at least annually?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
5. Are forecasts prepared on a schedule that coincides with local budgeting and procurement cycles?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION V: Obtaining Supplies/Procurement

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Are short-term procurement plans based on forecasted needs?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
2. Do these procurement plans take into account the following logistics systems elements:		
a. current inventory levels (stock on hand)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. consumption (dispensed-to-user data or issues data)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. losses and adjustments?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. required order lead times of suppliers/donors?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
e. established stock levels, if relevant (i.e., maximum and minimum levels)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION V: Obtaining Supplies/Procurement

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
f. shipment and handling schedules?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
g. need for safety stock?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. In general, are the correct amounts of all products procured and obtained at the appropriate time and at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION V: Obtaining Supplies/Procurement

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
4. Is pipeline status regularly monitored so that procurement decisions can be made and actions can be initiated in time to avoid stockouts?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION VI: Inventory Control Procedures

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
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1. Specify what type of inventory control system is used (e.g., push, pull, etc.) .

2. What products are considered to be full supply?

3. Are there guidelines and established policies for maximum and minimum stock levels by which full supply products should be maintained:

a. at the central level of the distribution system?

☐ Yes ☐ No
Comments:

☐ Yes ☐ No
Comments:

b. at the regional level of the distribution system?

☐ Yes ☐ No
Comments:

☐ Yes ☐ No
Comments:

c. at the district level of the distribution system?

☐ Yes ☐ No
Comments:

☐ Yes ☐ No
Comments:

d. at the service delivery point level of the distribution system?

☐ Yes ☐ No
Comments:

☐ Yes ☐ No
Comments:

SECTION VI: Inventory Control Procedures

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
4. Are there written provisions for the redistribution of overstocked supplies?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
5. Does the program have a policy of storing and issuing stock according to first-to-expire, first-out (FEFO) inventory control procedures at all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
6. In practice, does the program manage and issue stock according to FEFO inventory control procedures at all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
7. Are damaged/expired products physically separated from inventory and removed from stock records at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION VI: Inventory Control Procedures

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
8. Does the program have a system for tracking product losses and other adjustments?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
9. Have stockouts occurred for any product in the last 12 months at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION VI: Inventory Control Procedures

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
10. Are there established procedures for placing emergency orders?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION VII: Warehousing and Storage

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Does the program have written guidelines for storage and handling of all products at all levels of the system (e.g., manuals, posters, etc.)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
2. Are there written guidelines for disposal of sharps, biohazardous material, and other medical waste?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Does the program conduct at least one physical inventory of all products per year at storage facilities at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION VII: Warehousing and Storage

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
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4. Is the existing storage capacity adequate to handle the current quantities of products at the following levels:

a. Central?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

b. Regional?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

c. District?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

d. Service delivery points?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:
5. Are visual quality assurance inspections of products conducted at the storage facility at the following levels:

a. Central?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

b. Regional?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

SECTION VII: Warehousing and Storage

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
6. Are there written procedures or guidelines for destroying damaged and expired products?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
7. In practice, are damaged and expired products destroyed according to the program's disposal guidelines at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION VII: Warehousing and Storage

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION VIII: Transport and Distribution

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Do written procedures specify what type of distribution system should be used to distribute products between each level?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
2. Is there a documented distribution schedule for all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Are a sufficient number of functioning vehicles with available petrol and drivers, at appropriate levels, to meet the desired product distribution schedule?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
4. In general, are orders delivered as scheduled at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION VIII: Transport and Distribution

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION IX: Organizational Support for Logistics System

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. How often do personnel at the following levels communicate?		
a. central level logistics staff and next level staff (e.g., region, province, district)?		
<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <i>Comments:</i>	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <i>Comments:</i>	
b. regional level (or level below central) of logistics staff with district level staff (or next level down) in their area?		
<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <i>Comments:</i>	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <i>Comments:</i>	
c. district level staff with the service delivery point level?		
<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <i>Comments:</i>	<input type="checkbox"/> Never <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <i>Comments:</i>	
2. Is there a process in place for improving any gaps in the knowledge and skills of logistics personnel at the following levels?		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>Comments:</i>	

SECTION IX: Organizational Support for Logistics System

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Are there written procedures and guidelines (e.g., manuals, job aids, standards) to help staff carry out their logistics responsibilities?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
4. Do staff who manage commodities have a written job description that includes logistics responsibilities at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. Regional?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION IX: Organizational Support for Logistics System

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
c. District?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. Service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
5. Are supervisory responsibilities described in written job descriptions?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
6. Are guidelines available for how the supervisor is to conduct the supervisory visit (e.g., introductions, positive style of interaction, follow-up)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
7. Are tools available that describe what to cover when conducting a supervisory visit (e.g., guidelines, checklist)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
8. Are supervisory visits conducted for staff at the following levels:		
a. Central?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION IX: Organizational Support for Logistics System

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
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b. Regional?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

c. District?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

d. Service delivery points?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:
9. Is there a documented schedule for supervision?
☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:
10. Has training been given to current staff at all appropriate levels in the following areas:

a. completion and submission of LMIS reports?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

b. proper storage of health products?

☐ Yes ☐ No
Comments:
☐ Yes ☐ No
Comments:

SECTION IX: Organizational Support for Logistics System

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
c. maintaining proper stock levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. determining order quantities?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
e. determining issue quantities?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
f. estimating annual needs?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
g. reviewing reports and records?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
h. other (list):		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION IX: Organizational Support for Logistics System

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION X: Product Use

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Do written standard treatment guidelines exist for conditions that are treated with commodities in the supply chain being assessed?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

If no, skip to question 3.

2. Are guidelines distributed to all the service delivery points?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. Are there written procedures for monitoring and supervising prescribing practices (e.g., monitoring number of products/drugs prescribed/dispensed per prescription)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

If no, skip to question 5.

4. Are they distributed to service providers at all levels?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
5. Do written universal safety precaution guidelines exist (e.g., disposing of used needles, washing hands before and after contact with patient)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

If no, skip to question 7.

SECTION X: Product Use

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
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6. Are precaution guidelines distributed to service providers at all levels delivery points?

<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
---	---	--

7. Are commodities provided only to facilities that have staff trained and equipped to use them (e.g., TB drugs only to DOT-trained facilities, IUDs only to sites with trained providers)?

<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
---	---	--

8. Are prescribing practices monitored and compared to standard treatment guidelines?

<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
---	---	--

Strengths	Strengths	
Weaknesses	Weaknesses	

SECTION XI: Finance/Donor Coordination/RHCS Planning

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
1. Does the program's budget include line items for:		
a. products?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
b. warehousing/storage?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
c. logistics management information system?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
d. transportation?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
e. logistics staff development?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
f. salaries for logistics staff?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION XI: Finance/Donor Coordination/RHCS Planning

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
g. waste management?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

Note: Ask questions 2–4 if assessing contraceptives. If not, skip to question 5. If desired, questions 2 and 3 can be reworded and asked for any commodity.

2. [CS] Is there a contraceptive (or other commodity) financing gap currently or in the short-term (1 to 3 years)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
3. [CS] Is there a contraceptive (or other commodity) financing gap in the medium-term (3 to 5 years)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
4. [CS] Are contraceptive supplies addressed as an explicit government budget line item either within or outside a sector wide approach (SWAp)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
5. [CS] Is there a process for coordinating with donors for commodity supply?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION XI: Finance/Donor Coordination/RHCS Planning

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
6. [CS] Does the program initiate the coordination with donors?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
7. [CS] Is there a reproductive health commodity security/commodity security (RHCS/CS) committee?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
8. [CS] Does the committee hold meetings at specified intervals (e.g. quarterly, annually)?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
9. [CS] Is the committee effective in responding to external changes that affect commodity security?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
10. [CS] Is there a local commodity security champion with decision-making authority?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
11. [CS] Has the Ministry, with other stakeholders, developed a national RHCS/CS strategic plan?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	

SECTION XI: Finance/Donor Coordination/RHCS Planning

LSAT I Response	LSAT II Response	Reasons for change/no change. Comments.
12. [CS] Is the national RHCS/CS strategic plan fully financed/resourced?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
13. [CS] Is the National RHCS strategic plan being implemented?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
14. [CS] Does the RHCS/CS plan include/commit government funds to purchase contraceptives?		
<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments:	
Strengths	Strengths	
Weaknesses	Weaknesses	



DELIVER
No Product? No Program. Logistics for Health